HAC

TESTIMONY

HOUSE APPROPRIATIONS COMMITTEE TESTIMONY

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NOT FOR PUBLICATION UNTIL RELEASED BY THE
HOUSE APPROPRIATIONS COMMITTEE
HOUSE OF REPRESENTATIVES

STATEMENT BY

CYNTHIA KENDALL

DEPUTY ASSISTANT SECRETARY OF DEFENSE

(INFORMATION SYSTEMS)

BEFORE

HOUSE APPROPRIATIONS COMMITTEE

DEFENSE SUBCOMMITTEE

April 27, 1993

STATEMENT BY
CYNTHIA KENDALL
DEPUTY ASSISTANT SECRETARY OF DEFENSE
(INFORMATION SYSTEMS)
BEFORE THE
HOUSE APPROPRIATIONS COMMITTEE
DEFENSE SUBCOMMITTEE

APRIL 27, 1993

Mr. Chairman and members of the subcommittee, I appreciate this opportunity to appear before you today to discuss DoD's information management programs, including our information technology initiatives. As the Acting Director of Defense Information (DDI), I will describe our progress from a Department-wide perspective. The Department's senior military information management leadership is with me today to provide operational perspectives.

The topics I will cover include a brief summary of the progress of the DoD CIM initiative, our information management policy, oversight of the Department's information technology programs and acquisitions, and an overview of our initiatives to bridge to industry and to reduce costs while improving service.

CORPORATE INFORMATION MANAGEMENT

DoD's Corporate Information Management initiative is more comprehensive than any information management program conducted by any U.S. business organization. This strategic initiative

provides the methods and tools for a major reengineering and restructuring of how the Department executes its business methods and administrative processes throughout the Department. This redesign of our business processes will result in significant improvements in the way our missions are performed. While the CIM initiative will have its greatest impact on areas outside the scope of the DoD information technology budget, information technology's role often is critical to supporting the reengineering processes. As the Department of Defense continues to downsize, CIM will enable the Department to maintain or improve levels of service to our customers -- be that in expediting shipment of ammunition for our warfighters or in providing environmental data about military facilities.

From 1989 to 1993, the CIM initiative expanded from an initial concentration on improving information management in selected administrative areas, such as contract payment, civilian payroll, distribution centers, and medical applications, to applying CIM methods to all other DoD functional areas, including command and control and intelligence.

A key aspect of the CIM initiative is business process improvement. DoD is using the Corporate Information Management initiative to expand the involvement in information management beyond the realm of technologists and into the Defense work place. Most importantly, DoD is not just automating the work we are doing -- we are thoroughly examining the work itself to see

if we can work smarter. The importance of taking this type of approach was highlighted in President Clinton's and Vice President Gore's "Technology for America's Economic Growth, a New Direction to Build Economic Strength" of February 22, 1993:

> "Business organizations in many sectors have found that automating existing work processes based on a tradition of processing paper does not always provide the greatest benefits from investment in automation. Efficiency gains from the new technology often can only be captured if changes are made in the structure of their organizations and the way they are managed."

The CIM initiative views DoD's business processes as corporate assets rather than Service-unique. The move to Department-wide business processes has involved a major cultural change within the Department. Rather than determining procedures uniquely along Service lines, DoD is organizing its business processes and procedures along functional lines. This has not been without pain, as the DoD determines which long-accepted steps are no longer useful or which one of several equally useful procedures will be retained and become the joint way of doing business. Timely delivery of cost reductions - without impairing effectiveness of the Armed Forces - requires intrinsic cultural change. Changes under CIM initiatives require rethinking of each Defense mission process. Even the most ambitious initiatives can succeed only by making steady progress, one step at a time. The legacy of procedures and assets, along with organizational motivation to change, determines the rate of these changes.

Developed under the CIM initiative, the DoD Enterprise Model presents an integrated, functionally oriented description of defense activities as a common basis for reengineering and improving all missions, functions, and organizations in the Department. It provides the Department's leaders and managers a model of functional relationships and will aid integration of functional process improvement initiatives within and across functional and organizational boundaries.

The Under Secretaries and Assistant Secretaries of Defense make their business process improvement decisions with the counsel of their respective Functional Steering Committees, which consist of executives from the Military Services, Defense Agencies, Joint Staff and OSD. The Functional Steering Committees provide a DoD-wide forum for senior functional managers to exchange a full range of views. The DDI staff facilitates process improvements on an outreach basis by serving as catalysts and enablers to assist functional managers in developing their process improvements as needed.

I would like to talk about a leading-edge effort in using CIM business process improvement techniques in DoD's medical functions. The Assistant Secretary of Defense for Health Affairs executes central management control and funding of all medical functions and supporting information systems in the Department. This is a high-payoff area for the Department, since consistent and responsive medical processes and systems

are crucial to our warfighting capabilities, as well as to our peacetime services. This is also a high-emphasis area for cost containment to allow delivery of all required services within the budget and outyear resource levels. In medical logistics, for example, which includes medical contracting and pharmaceutical cost containment, the Department's functional economic analyses show substantial expected savings to the Department from a combination of improved business practices and standardizing automated information system support. The return on investment for the Defense Medical Logistics Standard System will be several times the system's investment costs when fully implemented.

The Defense Investigative Service has also applied CIM techniques to streamline the way security clearances are determined, without compromising the quality or integrity of the security clearance process. Security clearances have been a longstanding problem for the Department due to the length of time required to process them. Business as usual has meant that, at any given time, thousands of Department and industry employees have been limited in their jobs while awaiting the appropriate clearance. The Defense Investigative Service has performed an intensive analysis of their procedures using CIM business process improvement techniques. The effort began in early 1992, and test operation of the new procedures is set to begin within the next 2 to 3 months using the Electronic Personnel Security Questionnaire. The new technique will

significantly reduce the cycle time and the administrative rejection rate of security background investigations. Cost avoidance to DoD and industry is expected to measure in the hundreds of millions of dollars over the next 6 years.

The Joint Staff has used the Defense information management business process improvement standard tool to model the operational information requirements of the deployed warfighting forces from the viewpoint of the Joint Task Force commander. This type of analysis is laying the foundation for the follow-on to the Worldwide Military Command and Control System ADP Modernization program.

Throughout the CIM initiative, DoD is building incrementally on achievable successes. Most process improvements begin as pilot projects, which can be adjusted quickly and inexpensively as needed. This approach also allows several groups to work in concert to attack different aspects of a single problem. For example, the Congress and the General Accounting Office have questioned the cost overheads of the DoD Service academies. In response, the U.S. Military Academy at West Point used CIM business process improvement techniques to identify and obtain management savings. These improvements are currently being evaluated at the Naval and Air Force Academies for applicability to their institutions. Based on positive responses from the academy superintendents and members of Congress, the DoD University Business Process Improvement

Project effort is being expanded to include the registrar, admissions, alumni, services, and facilities functions.

Another aspect of DoD's business process improvement is the reduction in the number of automated information systems supporting each functional area. At present, DoD has efforts underway in the areas of civilian personnel, distribution, finance, health, human resources, materiel resources, and procurement. These efforts are being expanded to include acquisition, command and control, and environmental systems. This is more than a simple matter of terminating on-going automated systems, but is a critical and complex engineering effort to ensure that required functionality continues to be supported. The Defense Information Systems Agency, formerly the Defense Communications Agency, is leading the technical integration of information systems and data to enable sharing across functional lines.

POLICY BASE

DoD has issued major policies in recent months to incorporate the CIM initiative into the DoD policy base, promote greater involvement by information users and emphasize more reliance on commercial-off-the-shelf information technology acquisitions. These new policies are all grounded in existing laws and regulations. These include the Paperwork Reduction Act, the Brooks Act, the Warner Amendment, and OMB Circulars.

On October 27, 1992, the DoD Directive "Defense Information Management Program" formally became a part of the DoD Directive System. This directive is the capstone DoD document that establishes the Department's information management principles, which include business process improvement, functional management accountability, common information systems, competitive bidding, and appropriate access to information. These are the same principles that have guided implementation of DoD's CIM initiative.

In January 1993 DoD expanded its policy on Life-Cycle Management of Automated Information Systems (AISs) to give formal guidance on incremental and evolutionary acquisition strategies of life-cycle management. The revision also recognizes the concept of "rapid prototypes" as a tool used in the acquisition process. The revision maintains the rigor of DoD's AIS oversight reviews while allowing for more rapid adaptability to new technologies and changing functional needs.

OVERSIGHT RESPONSIBILITIES

The Major Automated Information Systems Review Council (MAISRC) continues as the primary DoD oversight body for Life-Cycle Management of AISs. The MAISRC is increasingly active in reviewing AIS programs, with ten reviews already conducted in calendar year 1993.

Over the past year, DoD has strengthened oversight of procurement of Federal Information Processing (FIP) resources. All FIP resource acquisitions (except those exempted by the Warner Amendment) require procurement authority from the General Services Administration (GSA). Working with the GSA, DoD now allows only the Military Departments, the OASD(C3I) and selected Defense agencies to submit Agency Procurement Requests (APRs) for FIP resources. OSD also reviews all APRs for FIP resource contracts in excess of $100 million prior to submission to GSA. DoD has limited the acquisition of FIP resources through selected large, umbrella contracts to those requested in the information technology budget, with exceptions only by waiver from the ASD(C3I). DoD's waiver procedures are compliant with congressional direction, and all waivers are reported to the Congress in the third and fourth quarters of each fiscal year.

TECHNICAL INITIATIVES

Information is the heart of an effective military force. Experience in Desert Shield/Desert Storm typifies DoD's need to respond rapidly and accurately to changing requirements. Information systems on the scale required to meet Department-wide needs have, however, historically taken years to develop and field. Furthermore, mission support has historically been delayed by the time spent in translating or manually reentering data among applications. The technology aspect of the DoD CIM initiative will improve the speed, flexibility, accuracy, and

security of information technology's support to DoD decisionmakers. Further, DoD's Computer-Assisted Acquisition and Logistics Support (CALS) initiatives extend technology improvement to the interaction of government and industry.

DoD is moving toward the ideal of availability of information technology as a corporate resource or service, much the same as telephone or electrical service. Information to meet each DoD need must be accessible in a simple, consistent fashion. Information must be available both to satisfy Defense requirements and also to aid in the conversion to dual use technology. Necessary equipment and capabilities must be readily available at low cost to the taxpayers. This move also requires changes in the way DoD handles the building blocks of information technology: the data, the computers, the programs, and their operations.

DoD's goal is to remove barriers that have been created by the hardware, software, data, and operational characteristics of its Service-unique information systems. DoD is setting up a consistent information technology framework that will allow free passage of information to missions that require it, and in a consistent, usable fashion. The framework will also ease the exchange of information, as needed, between DoD and industry. This framework is called the DoD open systems architecture. The architecture is based on the notions of standardization, interchangeability and reusability.

The architecture describes classes of information system components, such as standardized languages, data standards and communications protocols. Within each class, DoD seeks to apply proven technology and capabilities and thereby reduce costs. For computer software, DoD is building a library of reusable components, so that systems can be developed from them in weeks rather than the years it would have taken to develop them from scratch. Data definitions also fall into this category. Even the process of developing software itself is being improved using software process assessment techniques developed for Defense by Carnegie-Mellon University's Software Engineering Institute.

A vigorous data standardization effort is one of the keys to assuring that DoD systems interoperability and cost reduction objectives are met. The task of standardizing data is complex and unglamorous -- yet the payoffs are tremendous. CALS is an example of the vital role of data standardization. CALS addresses timely and efficient handling of information that supports weapons and commercial products acquired by the DoD. The purpose is to improve productivity within DoD as well as reduce the paperwork required of DoD suppliers. Of special interest are methods and standards for electronic transmission of engineering drawings, technical manuals, and manufacturing documentation.

Automation, advanced electronics, worldwide communications, modern sensors, and sheer size increase the complexity of handling military information effectively. Both fixed and mobile structures need to be configured to support movement of information, horizontally and vertically, without regard to organization, Service or vendor boundaries. This will be no small feat, given DoD's present inventory of over 650,000 workstations and terminals, over 100 long-distance networks, over 10,000 local area networks, and over 1,500 data processing installations -- involving all major computer and communications companies.

DoD is pursuing the establishment of a Defense Information Infrastructure to provide users with seamless, transparent, and protected end-to-end information transfer. This utility will provide technical management of information services spanning local, regional, and global functional capabilities for peacetime and wartime environments. Following months of research and study, DoD began the first steps towards a Defense Information Infrastructure in September 1992.

Implementation of the Defense Information Infrastructure is being done in stages which build on today's computing and communications capabilities. The first stage is the realignment of data processing installations and central design activities, as well as communications, acquisition, engineering, standards and security elements of the Infrastructure. All told, by

July 15, 1993, over 20,000 personnel are scheduled to be transferred from operational control of the Military Services and Defense Agencies to the Defense Information Systems Agency, who will act as the Infrastructure's central manager. The Defense Information Infrastructure plans are modeled on similar and successful actions in the private sector. Companies such as GTE, Texas Instruments, and J. C. Penney have achieved cost reductions in their data center operations through consolidating centers and improving communications. Reducing the number of data centers is made possible by modernizing the underlying operating technology. DoD can make similar achievements. Defense Information Infrastructure plans consider our current non-standard inventory of information technology capabilities and the costs for upgrades and expansions of outdated assets.

The ultimate goal is to improve our warfighting capability through the increased availability, interoperability, and security of information needed to defeat our adversaries. The right information must be available at the right time and place in order to be applied with success. Further, information must be "pulled" by users as needed, not just "pushed" out to overloaded recipients. Accomplishing this goal will allow the Department to retain a decisive military advantage even as DoD reduces dramatically in size.

We believe that our two-pronged approach of streamlining business processes while refining our supporting technical infrastructure will result in better support for our fighting

forces while lowering overhead and operating costs to our citizens. With the framework of policies, programs and organization we have put into place to effect these improvements, DoD is moving forward vigorously in support of the President's economic goals and initiatives for making DoD's information technology useful to commercial enterprise and to civil agencies. We appreciate the support the subcommittee has given to our efforts to improve Defense information management. We solicit your continuing support.

QUESTIONS AND ANSWERS
ON
AIR FORCE AWARD OF CONTRACT TO BDM

BACKGROUND: Recently, it was announced that BDM International was awarded a $362 million contract in support of an Air Force Logistics Command ADP consolidation initiative. Under Defense Management Report Decision (DMRD) 924, the Air Force acquisition consolidates mainframe computers from 44 to 8 at 6 sites. BDM, a McLean-based company, will head a team including Science Applications International Corp (SAIC), TRW, Amdahl, etc., to perform the work. Some concerns about the Air Force proceeding with the management and control of this initiative in light of the DISA/DITSO responsibilities under DMRD 918 have been expressed. Also, the Defense Science Board Task Force (DSBTF), which has been briefed on DMRD 924, may be vulnerable to conflict of interest claims.

CHRONOLOGY SUMMARY:

7 Apr 92: Request for Proposal (RFP) issued.

24 Dec 92: BDM Best and Final Offer (BAFO) made.

3 Feb 93: Contract awarded.

4 Feb 93: DSBTF appointments made.

12 Feb 93: Air Force receives CSC's protest.

17 Feb 93: DSBTF briefed on DMRD 924 and DMRD 918.

11 Mar 93: DSBTF briefed on DMRD 924, DMRD 925, and DMRD 918.

7 Apr 93: Board of Contract Appeals dismisses CSC's protest.

QUESTIONS AND ANSWERS:

Question 1: What type of contract was awarded?

Answer 1: The recent contract that was awarded is a five-year indefinite delivery/indefinite quantity (IDIQ) contract with a potential value of $362 million for the consolidation of workload at each of the Air Force Materiel Command's (AFMC) Information Processing Centers (IPCs) located at Wright-Patterson AFB, and five Air Logistics Centers (Tinker AFB, Hill AFB, Kelly AFB, McClellan AFB, and Warner Robins AFB). As part of the DMRD 924 initiative to streamline operations throughout DoD, the contract will provide services and equipment to consolidate AFMC's workload, in particular, and the Department's

workload, in general, into fewer modern computers and thereby provide greater operating efficiencies.

Question 2: Is there an imminent plan to close McClellan AFB? If so, what impact will this decision have on the Air Force contract with BDM?

Answer 2: The Air Force recommended that McClellan be included in the 1993 Base Realignment and Closure (BRAC) process. However, it subsequently was not included in the SecDef 1993 BRAC report as a site being recommended for closure. Further, McClellan information processing center is not being recommended as a megacenter site. In any event, the AFMC contract is an IDIQ one which provides the Department flexibility to exercise, or not exercise, various options -- depending on how circumstances might change in the future.

Question 3: When was the AFMC Request for Proposals issued?

Answer 3: The RFP was issued on 7 April 1992.

Question 4: Who were the offerors?

Answer 4: The prime offerors were (a) BDM International, (b) Computer Science Corp., (c) General Dynamics, and (d) Grumman Data System.

Question 5: When did the offerors submit their Best and Final Offers (BAFO)?

Answer 5: All offerors submitted their BAFOs on 24 December 1992.

Question 6: What were the key criteria used to evaluate the offerors?

Answer 6: The key criteria were (a) technical management, (b) general management, (c) live test demonstration, and (d) cost.

Question 7: When did AFMC award the contract?

Answer 7: Contract award occurred on 3 February 1993.

Question 8: Were there any protests? If so, what were basis of the protest, and what was the final resolution?

Answer 8: Yes; the Computer Science Corp. (CSC) protested that the Air Force made three fundamental errors in the conduct of the procurement that resulted in the award of the contract to BDM. First, without seeking a revision of its authority to acquire the goods and services and without informing offerors, the Air Force changed the focus of what was being purchased from consolidation of computer platforms to a shopping list for vast quantities of equipment which might meet potential growth needs.

Second, the Air Force erred in evaluating the cost of the various proposals. Third, the Air Force failed to follow the stated criteria for evaluating proposals, weighing cost more heavily than was permissible, and consequently concluding that an inferior offer should receive the award.

On April 7, 1993, the Board of Contract Appeals ruled that none of the CSC allegations had merit. The Board dismissed the first one as frivolous -- indicating that CSC knew prior to filing the protest that it was baseless. The other counts were denied.

Question 9: When was the Defense Science Board Task Force (DSBTF) constituted, what was its charter, and generally what was the nature of the information provided to the Task Force?

Answer 9: The DSBTF was constituted on February 17, 1993 to review major DMRDs to understand their development and implementation. Specific questions that were addressed included (a) what would be the impact of delays in developing standard ADP systems impacting the proposed savings, (b) are there redundancies in savings between DMRD 918 and DMRD 924/925, and (c) is the implementation plan for DMRD 918 too rapid, and what risk measures have been built in to avoid damaging the DoD's information operation.

Question 10: Are the AFMC information processing centers (IPCs) and the five ALCs being transferred to the Defense Information Systems Agency (DISA)? If so, why was the Air Force allowed to proceed with the $362 million contract in light of the plan to have DISA be the central manager of the affected IPCs?

Answer 10: Yes, the IPCs are being transferred to DISA.

With regard to the Air Force being allowed to proceed with the contract, first, the contract is an IDIQ contract that is potentially (emphasis added) valued at $362 million, and will only reach this maximum value if each and every option is exercised to include satisfying a projected 20 percent growth rate per year expansion in processing capability. The Air Force has indicated that it anticipates spending about $70 million for the initial consolidation effort under DMRD 924.

Secondly, DISA/DITSO has proposed designating the IPCs at Wright-Patterson, Tinker, Hill, Kelly, and Robins as DoD megacenters. DISA is in the process of assuming operational control of the personnel resources associated with these facilities.

Thirdly, the Department plans to permit the Air Force, working in close coordination with DISA, to complete these consolidations to the point of operational readiness at which time the Air Force will "turn over the keys" for these facilities to DISA. This turnkey approach has the advantage of making prudent use of the longstanding planning and analyses

that Air Force already has conducted under DMRD 924 while at the same time continuing to make progress toward DoD megacenters. Moreover, because the contract is an IDIQ one, it will provide the Department greater flexibility as DISA proceeds with establishing the proposed DoD megacenters. Of course, in the interim, there are a myriad of contractual, legal, and delegation of procurement authority issues that must be worked out.

Corporate Information Management

1. What is the Defense Information Systems Agency's role in the CIM process? Are the Services supportive of DISA and its newly acquired role?

Defense Information Infrastructure

2. Question: Explain the Department's objective for establishing a Defense Information Infrastructure.

3. What is the ultimate goal of shifting 20,000 employees to DISA?

4. DISA currently has about 7,000 employees, which means that is must triple its size by this July. Is this too quick a transfer? Do the Services support this decision?

5. What will be the primary function of DISA after the DMRD 918 implementation in July?

6. What is included in the scope of the Defense Information Infrastructure? (Command and Control? Intelligence?)

7. What are the expected savings of this initiative in FY 1994?

8. What is the status of implementation?

9. How will providing support on a fee-for-service basis work? What is the relationship to the Defense Business Operating Fund (DBOF)?

Information Systems Assets Control

10. DoD has purchased many information systems assets -- computer hardware, systems software, and applications. What steps is DoD taking to gain control over all its information systems assets?

11. Will DISA track all DoD assets or will the Services continue this function?

12. Are the Services still able to acquire their own assets, or will DISA perform this function for everybody?

13. Will DISA oversee the interoperability of assets through configuration control? How will this work?

ADP Consolidations (Megacenters)

14. Question: In determining how the consolidations of its computer centers, what is DoD doing to make sure these procedures are fair?

15. Question: Describe DoD's selection process for consolidating its data processing centers. How important was security?

16. Question: How soon will data processing centers be moved away from the Washington, DC, area?

17. Question: Does DoD take into consideration the local economic impact of shutting down data processing centers? What is the economic impact of shutting down the center at New Orleans?

18. Question: How does DoD factor in the quality of life in determining which data centers to keep open?

19. Question: Why did DoD choose to use the Base Realignment and Closure Commission as the way to consolidate its data centers? Was this done to circumvent the FY 1993 Appropriations Act?

20. Question: How were Service and Defense Agency interests considered in DoD's ADP consolidation plans?

21. Question: What is the difference between the megacenter plan and the ADP consolidation plan approved in the fall of 1991?

22. Question: What are OSD's and DISA's roles in the consolidation?

House Appropriations Committee Question
April 22, 1993

Question: What is the Defense Information Systems Agency's role in the CIM process? Are the Services supportive of DISA and its newly acquired role?

Answer: The Defense Information Systems Agency was chartered by DoD Directive 5105.19 and performs many functions in support of the DDI and the Corporate Information Management initiative. DISA supports the CIM initiative by providing technical and administrative support as directed by the ASD(C3I).

The CIM implementation Plan, approved by the Deputy Secretary of Defense in January 1991, directed that the Center for Information Management be established to provide technical support to the DDI (OASD(C3I)) in the implementation of the CIM initiative. The Center's activities are directed by the DDI who establishes the overall CIM policy.

The Center provides the necessary methods, tools, and procedures to implement the CIM program DoD-wide. The tools and methods the Center provides cover the entire information systems life cycle including business process improvement, information engineering services, software process improvement, software reengineering, and software reuse tools. The Center programs provide the functional users with common, generic "building blocks" to improve information management and develop more effective and efficient information systems. The Center also provides the technical services, including training, required to use the tools and methods provided by the Center. The Center manages six programs that support the CIM initiative: Data Administration, Information Engineering, Software Engineering, Software Reuse, Infrastructure Support, and Technical Integration. Specific products include:

. Standard methods and tools for business case analysis, process modeling, data modeling and administration, software systems engineering, and open systems infrastructure engineering.

. DoD architectures for information, software applications, and technical infrastructure.

. Standards for data, information processing and information exchange.

. Common processes and procedures for life cycle management of information systems.

The Defense Information Technology Service Organization (DITSO) is DISA's organizational entity that provides information technology services as a utility. DITSO provides information processing, software development, and related technical support on a fee-for-service basis.

The Services are adjusting to CIM, which constitutes a significant culture change and adjustment to new methods. Progress is being made in gaining acceptance and support by the Services. As CIM programs progressed and successes were achieved, the CIM program gained further acceptance by the Services. DISA has embraced a consensus building approach which includes participation in CIM activities by representatives of all the Services. Specific examples of initiatives that included Service participation include the DoD Data Administrative Council, the Software Reuse Executive Steering Committee, and the Architecture Methodology Working Group which is the configuration control board for the Technical Reference Model and the Technical Architecture Framework for Information Management.

Prepared by: Bob Williams
Dir, Planning and Intregration
DISA/CIM
285-5370
22 April 1993

QUESTION: Explain the Department's objective for establishing a Defense Information Infrastructure.

ANSWER: The objective is to establish an information infrastructure which provides a seamless, transparent, and protected end-to-end information transfer capability. This capability will:
(1) revolutionize information exchange, defense-wide,
(2) strengthen the DoD's ability to apply computing, communications, and information management capabilities to the accomplishment of the Department's mission, and (3) minimize information technology burdens on operational and functional staffs. Successful implementation will enable operational and functional staffs to access, share, and exchange information worldwide with minimal knowledge of communication and computing technologies.

QUESTION: What is the ultimate goal of shifting 20,000 employees to DISA?

ANSWER:

The ultimate goal is to improve our warfighting capability through the increased availability, interoperability, and security of information needed to defeat our adversaries. The right information must be available where it can be applied with success. This can be accomplished with the central management and technical control over the IT resources associated with the DII.

The transfer of 20,000 employees to DISA represents the partial resources needed to centrally manage the DII and establish central technical control and configuration management.

Accomplishment of this goal will allow the Department to retain a decisive military advantage even as we reduce dramatically in size.

Enclosure

Prepared by DISA Transition Team

DMRD 918: DEFENSE

INFORMATION INFRASTRUCTURE

Stage I - Personnel Transfer Table

AREA	Navy/MC	Army	Air Force	Agencies	Total
Acquisition/PMs	132/0	523	404	55	1114
Info Security	35/0	17	29	15	96
Standards	38/2	35	15	14	104
Engineering	8/0	0	0	0	8
DPI	3850/241	1021	1912	1731	8755
CDA	2294/309	1498	2727	1754	8582
Communications	186/0	114	1343	167	1810
Education	6/0	95	0	43	144
Total	6549/552	3303	6430	3779	20613

QUESTION: DISA currently has about 7,000 employees, which means that it must triple its size by this July. (1) Is this too quick a transfer? (2) Do the Services support this decision?

ANSWER: (1) While DISA will vastly increase its size under DMRD 918, a comprehensive process is being put in place to ensure that disruptions to workload and customer support will be minimized. The majority of the personnel being transferred in Stage I will be going to the Defense Information Technology Services Organization (DITSO). Our DISA DITSO was established in May 1992 to provide information processing, software development, and related technical support to DOD customers. DITSO has conducted site surveys at the majority of sites to be transferred. Detailed site survey and transition plans will be in place before personnel and assets are transferred to DITSO. These plans implement an orderly, phased transition that ensures continuity of operations with no degradation of service to the customers within the timeframe directed by 918. Activities will be realigned in place and as they are currently organized so specific site transition plans can be finalized and issues resolved prior to formal transfer of these resources.

(2) DISA continues to work closely with the Services to implement 918 and minimize disruption of ongoing efforts and provision of customer services. Their suggestions have been incorporated in Memorandums of Agreement and Interagency Support Agreements are being developed between DISA and the Services and military departments prior to transfer of assets.

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Education	6/0	95	0	43	144
Total	6549/552	3303	6430	3779	20613

QUESTION: DISA currently has about 7,000 employees, which means that it must triple its size by this July. (1) Is this too quick a transfer? (2) Do the Services support this decision?

ANSWER: (1) While DISA will vastly increase its size under DMRD 918, a comprehensive process is being put in place to ensure that disruptions to workload and customer support will be minimized. The majority of the personnel being transferred in Stage I will be going to the Defense Information Technology Services Organization (DITSO). Our DISA DITSO was established in May 1992 to provide information processing, software development, and related technical support to DOD customers. DITSO has conducted site surveys at the majority of sites to be transferred. Detailed site survey and transition plans will be in place before personnel and assets are transferred to DITSO. These plans implement an orderly, phased transition that ensures continuity of operations with no degradation of service to the customers within the timeframe directed by 918. Activities will be realigned in place and as they are currently organized so specific site transition plans can be finalized and issues resolved prior to formal transfer of these resources.

(2) DISA continues to work closely with the Services to implement 918 and minimize disruption of ongoing efforts and provision of customer services. Their suggestions have been incorporated in Memorandums of Agreement and Interagency Support Agreements are being developed between DISA and the Services and military departments prior to transfer of assets.

Prepared by DISA Transition Team

QUESTION: What will be the primary function of DISA after the DMRD 918 implementation in July?

ANSWER: The DISA, as single central manger of the DII, will provide all communications (from wide area to local base level), and data processing services for regional and local requirements, except for those functions and facilities that have been specifically excluded (i.e., C3 systems that are integrally designed into weapon systems, costs which are normally included in the cost of weapon systems; and IT resources dedicated to support strategic and tactical command, control, and intelligence missions and wargaming).

DISA will engineer progressively increasing levels of worldwide integration of technologies and applications with emphasis on centralized management and decentralized execution to achieve balanced solutions. To develop this capability, each element of an end-to-end transfer of information will be considered in relationship with every other element to create a well balanced solution. Systems need to be reconfigured and integrated in a phased manner. An integrated, centrally managed infrastructure will lessen information processing and transmission costs, reduce the number of IT personnel, and streamline significantly the delivery time for IT products and services.

The full spectrum of DISA's DMRD 918 responsibilities include ensuring interoperability, centralizing procurement and program management functions, and standardization across engineering, standards and security.

Prepared by DISA Transition Team

QUESTION: What is included in the scope of the Defense Information Infrastructure?

ANSWER: The Defense Information Infrastructure is defined as all DOD communications support networks requiring systems integration, interfaces with the defense communications systems, including local access switches, network control centers, central data processing operations and software development for all applications managed under the Corporate Information Management initiative. The DISA's central management encompasses implementation of information systems security; development, specification , certification and enforcement of Information Technology (IT) standards; network management, engineering, design, and control of long haul and regional communications, as well as technical management of base level communications; management and workload control of the Data Processing Installations (DPIs); central design activities for support of systems activities; and acquisition of IT components and services that require integration. Specific exclusions under DMRD 918 are command, control and communication systems that are integrally designed into weapon systems; and, information technology resources dedicated to support strategic and tactical command, control, and intelligence missions, and wargaming.

QUESTION: What are the expected savings of this initiative in FY 1994?

ANSWER: The savings do not begin until FY 1995.

Prepared by DISA Transition Team

QUESTION: What is the status of implementation?

ANSWER: DMRD 918 will be implemented in two stages which are currently in progress. Stage I site surveys have been completed for the CDAs and DPIs, Procurement and Acquisition plus several Service sites have been placed under DISA's operational control (OPCON). OPCON is the authority to perform those functions of command over subordinate forces involving organization, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Actual transfer is planned by 30 September 93. Site surveys for Communications, Standards, Security and Engineering are in process. Actual transfer is planned by 30 September 93. Implementation Plans are being drafted for Stage II. Meetings are being held with the Services to determine the remaining resources needed by DISA to execute DMRD 918.

QUESTION: How will providing support on a fee-for-service basis work? What is the relationship to the Defense Business operating Fund (DBOF)?

ANSWER: There are two methods of providing support on a fee-for-service basis - by Interservice Support Agreement using customer funded reimbuseable orders and by customer orders placed with the DBOF. In both instances customers retain funding for these IT services and products within their budgets. The military departments and defense agencies would have to plan, program and budget for information technology support costs in their POM and budget submissions. They would then buy this support from DISA.

The relationship to the DBOF is that most of the DISA information infrastructure will operate on a fee-for-service basis under the Defense Business Operations Fund (DBOF). Customers of DISA would establish IT requirements and would be charged on a monthly basis, through a stabilized DBOF rate structure for the costs of IT services and products provided. DISA incurs costs based on customer orders. This linkage between IT costs to customer funding ensure better communication between the customer and DISA. By making DISA responsible for managing all costs associated with delivering IT services and products, DISA managers can identify cost drivers and focus their management improvement efforts accordingly. The DISA and DBOF capital budget will include telecommunications equipment, automatic data processing equipment and software assets used by DISA to provide communications and computing services.

Question 10: DoD has purchased many information systems assets -- computer hardware, systems software, and applications. What steps is DoD taking to gain control over all its information systems assets?

Answer: Today DoD maintains a central inventory of all ADP hardware. However software and topology are not centrally monitored. For example, there are several automated information systems (AIS's) in place which maintain data on information technology hardware. Currently data collection of business applications and data center executive software inventories is being conducted by CIM and DITSO. A major Department-wide business process improvement plan is currently underway to examine all existing processes which acquire, maintain, redistribute, share, replace, and dispose of Information Technology assets.

The Defense Information Systems Agency has undertaken an effort to achieve interoperability between the various information technology systems, which provides an overview of DoD information assets and the procurement systems at the Defense Information Technology Procurement Office (DITPRO). This will provide direct interface between the procurement function and the inventory. The interaction resolves the accuracy, completeness and timeliness problem currently being experienced.

In the future, as the Defense Information Infrastructure advances in maturity, we expect the entire hardware, software, and communications configuration to be monitored electronically.

Prepared by: Shirley L. Fields
Director, DARIC
(703) 274-6550

Question 11: Will DISA track all DoD assets or will the Services continue this function?

Answer: DISA will track those assets DISA owns or provides; the Services will continue to track those assets which they own. DISA, working with the Services, is developing the requirement for common, DoD-wide configuration control tools and procedures. These would be used by both DISA and the Services. DISA, again working with the Services, is establishing and acquiring common, DoD-wide procurement vehicles (contracts, leases, basic ordering agreements, etc.) for information technology assets. These, also, would be used by both DISA and the Services. "Tracking of assets" is a service that DISA can and will provide for customers on a fee-for-service, or reimbursable basis. Over time, it is anticipated that DISA will track an increasing percentage of the DoD assets. Initial DISA emphasis will be on tracking assets in the business mission area. Tracking of assets in the C2, intelligence, and tactical systems areas will grow as the Services seek to utilize the offered DISA support. Regardless of who actually does the tracking, the intent is that the systems and procedures will be common. Also, even when supported by DISA, the Services will retain visibility over all their assets.

Prepared by: Richard J. Colver, XIU
Chief, DII Planning
Program
(703) 285-5323

Question 12: Are the Services still able to acquire their own assets, or will DISA perform this function for everybody?

Answer: Today, DISA acquires a very small portion of total information technology assets. This is expected to change, over time, as DISA, in cooperation with the Services, identifies common asset requirements and acquires common, DoD-wide procurement vehicles to satisfy them. Concurrently, much of the DoD acquisition and procurement expertise will be centralized under DISA. This will enable the DoD to more effectively deal with an increasingly complex information technology marketplace, as well as the increasingly more sophisticated DoD information technology customer. Highly skilled centers of acquisition and procurement expertise can, in this way, be better established and managed. The combination of common, DoD-wide procurement vehicles and skilled centers of expertise will work together to ensure more flexible, responsive, and cost effective support to the Services.

Prepared by: Richard J. Colver, XIU
Chief, DII Planning
Program
(703) 285-5323

Question 13: Will DISA oversee the interoperability of assets through configuration control? How will this work?

Answer: DISA is taking a multi-pronged approach to ensuring interoperability across all (e.g., Business, Command and Control and, Intelligence) environments in DoD. First, DoD has issued policy that implements the Technical Architecture Framework for Information Management (TAFIM). The TAFIM will provide guidance and control mechanisms for ensuring architectural consistency across DoD. The TAFIM will establish the basic architecture rules by which all future Information Systems assets will be acquired. Architecture consistency will produce greater degrees of interoperability.

DISA will also provide common acquisition mechanisms for DoD. These mechanisms will provide information systems assets that comply with the architecture rules established by the TAFIM. By providing common acquisition vehicles, DISA will ensure greater configuration control than exists today.

Many systems, such as tactical and intelligence, will not be acquired by DISA. However, the Services and Agencies responsible for acquiring these assets have all agreed to interoperability testing through DISA's Joint Interoperability Test Center (JITC). Service and Agency representatives asked that the TAFIM be expanded to address the issues of interoperability, conformance and performance testing. The JITC is the interoperability testing advisor to the TAFIM Program Office and has been asked to add testing mechanisms to the overall TAFIM program. JITC programs and program plans already address interoperability testing at various points of the information systems acquisition life cycle. This includes interoperability testing whenever changes are introduced to systems previously certified as being interoperable.

The DISA program of architecture consistency, common acquisition mechanisms and interoperability testing is designed to meet the goal of greater information systems interoperability. I will be pleased to advise you of how we are progressing in each of these areas in future sessions.

Prepared by: John J. Keane Jr., XIT
Chief, Technical
Architecture Program
(703) 285-5323

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Question #14: In determining how [to do] the consolidations of its computer centers, what is DoD doing to make sure these procedures are fair?

Answer: The megacenter sites were chosen strictly on merit. A joint Service/Agency working group first selected 15 objective criteria on which to rate the megacenter candidates. Only after the selection criteria had been chosen, was data about each site collected. The data was verified through site visits. Then, using that data, each site was assigned a score for each of the 15 criteria and a total score was computed. The candidates were ranked by their total score and workload was assigned to the candidates, beginning with the highest scoring candidate, until all the work had been assigned. It took the 15 highest scoring sites to accommodate the workload; therefore, we will have 15 megacenters. The work at all the remaining sites will migrate to these 15 megacenters. No "quotas" were assigned by Service/Agency; ~~the only restriction~~ was that no more than one megacenter could be located in a metropolitan area.

Question #15: Describe DoD's selection process for consolidating its data processing centers. How important was security?

Answer: An outline of the selection process was provided in response to Question #14 in order to demonstrate that the process was fair. This answer provides more detail by describing the 15 selection criteria and the relative importance of the security criteria.

The 15 selection criteria were broken into three categories: facilities criteria, security criteria, and operations criteria.

The eight facilities criteria are: Total Floor Space, Conditioned Floor Space, Convertible Floor Space, and Contiguous Floor Space (all measured in square feet), plus the amount of air conditioning and electrical power available, whether or not chilled water is available for cooling, and the condition of the building.

The four security criteria are: the amount of backup power available, whether or not diverse routing for communications lines is available to/from the data center, the likelihood of a natural disaster (hurricane, earthquake or tornado), and the security profile of the data center (i.e., in order of desirability, is it on a military installation, a federal installation, or in leased commercial spaces? in order of desirability, does the site have 3 security perimeters, 2 enhanced perimeters, 2 normal perimeters, 2 relaxed perimeters or 1 perimeter?). It is considered easiest to upgrade security on short notice at data centers located on military installations, next easiest are those data centers located on federal installations and last are those data centers located in leased spaces.

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The three operations criteria are: the total communications bandwidth available to the data center, the number of commercial carriers that have fiber optic communications hubs near the data center and the regional cost of operations.

The eight facilities criteria accounted for 50% of the total score, the four security criteria accounted for 35% and the three operations criteria accounted for the remaining 15%. More specifically, the security criterion which measured the data center location and number of security perimeters accounted for 15%. The criteria and their assigned weights are shown on the attached chart.

Question #16: How soon will data processing centers be moved away from the Washington, DC area?

Answer: The schedule we submitted to the BRAC commission shows the following:

Current Location	Start Date	Completion Date
Pentagon	3rd Qtr, FY94	3rd Qtr, FY95
NAWC/AD Patuxent River	1st Qtr, FY96	3rd Qtr, FY96
NCTS Washington	4th Qtr, FY95	4th Qtr, FY96
CRUITCOM	3rd Qtr, FY95	4th Qtr, FY96
BUPERS	4th Qtr, FY96	2nd Qtr, FY97

This schedule may be revised slightly in the course of developing the detailed execution plan.

Question #17: Does DoD take into consideration the local economic impact of shutting down data processing centers? What is the economic impact of shutting down the center at New Orleans?

Answer: The BRAC law establishes several criteria designed to insure that all economically significant closure or realignment actions are reviewed by the Base Closure and Realignment Commission. None of the sites affected by the DoD data center consolidation plan is large enough to trigger the BRAC thresholds. We volunteered for inclusion in the BRAC process based on the cumulative impact of the consolidation actions and to obtain protection from restrictive legislation. None of the actions involves closing an entire base. The affected data processing centers are tenant commands or part of a tenant command. Accordingly, the local economic impact was judged to be negligible.

The economic impact on the co-located New Orleans data centers is negligible. New Orleans has a total population of

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approximately 1.2 million people. The DoD data center consolidation plan will eliminate 79 positions.

Question #18: How does DoD factor in the quality of life in determining which data centers to keep open?

Answer: Quality of life for civilian personnel was not one of the selection criteria because it would require making a subjective judgement and all of the selection criteria were objective. Quality of life for military personnel is not affected because the DoD data center consolidation plan does not call for closing any of the base facilities which contribute to their quality of life. However, one of the objective selection criteria was the regional cost of data processing center operations. It was based on the regional cost of living as measured by the American Chamber of Commerce Researchers Association. The cost of living is one aspect of quality of life.

Question #19: Why did DoD choose to use the Base Realignment and Closure Commission as the way to consolidate its data centers? Was this done to circumvent the FY 1993 Appropriations Act?

Answer: We chose to use the BRAC process because of the cumulative impact of the data center consolidations (i.e., 636 civilian positions relocated; 2804 military and civilian jobs eliminated; 35 states and 70 communities affected), even though no single action triggered the BRAC thresholds.

The BRAC process was created by Congress because it recognized that without BRAC protection, many cost effective actions would be blocked by restrictive legislation. Accordingly, the BRAC law includes a prohibition against such restrictive legislation. The Navy performed the analysis required by the FY 1991 and FY 1992 Defense Appropriations Acts and that analysis was favorably reviewed in a December 1992 GAO report. The FY 1993 Defense Appropriations Act introduced additional restrictions which continue to block any Navy data center consolidations. We are using the BRAC law in the way it was intended to be used to eliminate that restrictive language and prevent the inevitable introduction of new restrictions in subsequent fiscal years.

Question #20: How were Service and Defense Agency interests considered in DoD's consolidation plans?

Answer: Representatives of each of the Services and affected Defense Agencies were members of the working group that:

- chose the megacenter selection criteria,
- collected the data about each site,
- computed each site's score,

- ranked the megacenter candidates, and

- developed the consolidation plan and BRAC submission

These representatives insured that the interests of their Service/Agency were addressed in the consolidation plan. The completed plan was briefed to the Defense Information Infrastructure Coordinating Group (DIICG), consisting of Flag/SES level Service and Agency representatives. The DIICG was comfortable with the plan's content.

Question #21: What is the difference between the megacenter plan and the ADP consolidation plan approved in the fall of 1991?

Answer: We are not aware of a DoD data center consolidation plan that was approved in the fall of 1991 or in the past five years. Our inquiries did not yield any additional information concerning the background for this question.

Question #22: What are OSD's and DISA's roles in the consolidation?

Answer: OSD provides policy guidance related to DMRD 918 and the BRAC process. It reviewed the BRAC submission which was subsequently endorsed by SECDEF. If the BRAC commission endorses the plan and Congress approves the BRAC "package," OSD will have an oversight role during execution of the plan. The exact mechanism for this oversight has not been worked out.

DISA, specifically the DITSO organization within DISA, is developing a detailed execution plan and will carry it out.

1 Enclosure:
Megacenter Criteria

Responses to Questions #14-22
Prepared by Ralph Dieckmann,
Megacenter Consolidation Office,
DITSO
Telephone: (703)607-1461

Table III.6: DISA Selection Criteria and Their Weights

Weights in percentages

Criteria	Weight
Facilities criteria	
Total space	2
Conditioned space	18
Convertible space	2
Contiguous space	2
Air conditioning	6
Chilled water	2
Electrical power	8
Building condition	10
Subtotal	50
Security criteria	
Back-up power	10
Communications diversity	5
Security perimeters	15
Survivability	5
Subtotal	35
Operations criteria	
Proximity to fiber optic hub	2
Communications bandwidth	3
Regional operations costs	10
Subtotal	15
Total	100

ISSUE PAPER
April 1993

SUMMARY

The Defense Information Systems Agency (DISA) is partly funded through direct appropriations and partly through Defense Business Operations Fund (DBOF) fee for service (FFS) charges. In the future DISA will become more dependent upon DBOF FFS funding as its components Defense Information Technology Services Organization (DITSO) is expanded and the Defense Information Technology Procurement Organization (DITPRO) is stood up.

DISCUSSION

Currently DISA, as reflected in the accompanying table, receives appropriations funding of $ 696 million and DBOF FFS funding of $ 1,277 million for the Communications Information Services Activity and $ 922 million, inclusive of FY 1993 capitalization, for DITSO. As of March, DITSO's operating expenses are $ 105 million. In the future, DISA will rely more heavily upon FFS funding as DITSO expands to $ 1,955 million by FY 1994 and DITPRO is stood up as part of the Defense Management Review Decision (DMRD) 918 initiative. The fulfillment of the expanded use of DBOF FFS funding, however, may be delayed since further capitalization for the DMRD 918 initiative has been delayed. DITSO's capitalization plan, excluding DMRD 918 will result in the operating expenses of approximately $450 million for FY 1993. If further capitalization under DMRD 918 materializes in FY 1993, operating expenses realized will lie between $ 450 million and $ 922 million.

RECOMMENDATION

None. Information only at this time.

Prepared by: Dr. Charlie McCormick
Budget Analyst
Revolving Fund Division
692-2142
5 April 1993

DISA'S OPERATING BUDGET AUTHORITY

The following table shows the Operating Budget Authority for our DBOF activities (Communications Information Services Activity (CISA) and Defense Information Technology Services Organization (DITSO)) for fiscal years 1992 and 1993 and our requested budget authority for fiscal year 1994:

Activity	FY 92	FY 93	FY 94
DITSO	$60	$ 915	$1,941
CISA	1,276	1,257	1,255
Totals	$1,336	$2,172	$3,196

($ in millions)

It is important to note that these amounts are budgeted for and included in the budgets of our revolving fund (DBOF) customers. Some of the CISA customers include non-Defense organizations such as the Federal Aviation Administration. Whether our FY 94 requested level materializes is a function of (1) the amount of funds appropriated to the Military Departments and other Federal Agencies, and (2) our ability to obtain customer orders for our products and services. To some degree, the second point may be affected by whether DISA is perceived as a value-added producer.

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE

24 MAR 1993

MEMORANDUM FOR DIRECTOR, DEFENSE INFORMATION SYSTEMS AGENCY

SUBJECT: Acquisition Management Oversight of Information Systems Program - ACTION MEMORANDUM

The implementation of DMRD 918 and ongoing transfer of Service resources to the DISA present many challenges which must be addressed to ensure effective management and continuity of services. Two of these critical areas are procurement of Federal Information Processing resources and acquisition program management of selected information systems programs.

A Master Memorandum of Agreement (MMOA) between DISA and the Air Force is being developed to address the procedures for transferring procurement and program management functions. However, the MMOA does not address several overarching Air Force concerns. These concerns include an explanation of how the Air Force's acquisition requirements will be satisfied, what acquisition management oversight process DISA will follow in meeting these requirements, and what the Air Force's relationship will be with DITSO, DITPRO, and DISAMO? Further, and perhaps more importantly, the transitional role of Air Force program management, contracting assistance and oversight activities subsequent to OPCON transfer, but prior to full assumption of management by DISA, requires discussion. To better identify this role, the individual acquisition programs should perhaps be separately addressed in the MMOA.

Your assistance in clarifying these issues will ensure the Air Force and DISA establish the proper frame work to meet the Air Force's current and future acquisition and procurement requirements. Accordingly, it is requested that the discussions initiated by the Deputy Assistant Secretary of the Air Force (Communications, Computers, and Logistics) be completed. We have no objection to participation by the other Services in these discussions.

CARL G. O'BERRY, Maj Gen, USAF
DCS/Command, Control,
Communications, and Computers

cc:
DASD(IS) (Ms Kendall
SAIS-ZA (Lt Gen Kind)
ASA(RD&A) (Mr Dausman)
MISMC(00) (RADM Moore)
ASN(RD&A) (Mr Whitman)
JCS/J-6 (Maj Gen Edmonds)
SAF/AQ (Lt Gen Jaquish)

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DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE

7 JAN 1993

MEMORANDUM FOR DIRECTOR, DEFENSE INFORMATION SYSTEMS AGENCY

SUBJECT: DMRD 918 Site Transfer of Operational Control

Although DMRD 918 directs the transfer of information technology resources from the Services to the Defense Information Systems Agency (DISA), sound management dictates an orderly transfer process implemented in a manner which increases the probability of success and ensures continuity of service to our customers. The transfer requires senior level management oversight as well as the involvement of the personnel directly responsible for the resources to transfer. Additionally, the process must ensure identification of the critical issues requiring resolution prior to the actual transfer.

The draft DITSO transition plan briefly outlines a resource OPCON transfer process consisting of site surveys, site visits, OPCON transfers via transfer agreements, and subsequent detailed planning actions to include support agreements and the formal phased transfer of resources (people, dollars, equipment, facilities, etc.). The DITSO plan is unclear on the specific objectives of the site visits and the methodology the teams will follow during their visits. It is equally unclear as to what OPCON really means. The uncertainty of OPCON and the deferral of detailed planning until after OPCON causes the Air Force to question the soundness of the process.

A clearer understanding of how the OPCON transfer process will support responsive continuity of operation is essential, especially since the detailed planning is deferred until after OPCON transfer. Request DITSO brief the Air Force explaining the OPCON transfer process objectives and methodologies. January 13 at 1330, room 2E715A, has been reserved for the briefing. Air Force representatives from each DPI and CDA site will attend.

CARL O. O'BERRY, Maj Gen, USAF
DCS/Command, Control,
Communications, and Computers

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ROUTINE CHANNEL NO. 089020 04-19-93

RTAUZYUW RUEAHUA1823 1091846 MTMS-UUUU--RUEJDCA.1091847 089020 04-19-93
ZNR UUUUU
R 151700Z APR 93
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TO RUEADWD/DA WASHINGTON DC //DAPE-MBA/DAMO-FDF/FDC//
INFO RUEJDCA/DISA WASHINGTON DC //CODE AD//
RUEAUSA/CUSAISC LNO WASHINGTON DC //ASLNOW//
RUEPNLX/CDR7THSIGCMD FT RITCHIE MD //ASQN-CG//
RUEADWD/DA WASHINGTON DC //SAIS-ZA//
BT
UNCLAS
SUBJECT TRANSFER OF 7TH SIGNAL COMMAND TO DISA
A. UNCLAS MEMO DA SAIS-PP 11 MAR 93 SUBJ REALIGNMENT OF HQ, 7TH SIG CMD TO THE DISA--ACTION MEMORANDUM
1. REF APPROVED TRANSFER OF 7TH SIG CMD TO DISA. THAT TRANSFER MUST BE EFFECTIVE 1 OCT 93.
2. THE CONCEPT AS APPROVED BY THE VCSA WAS THAT THE UNIT WOULD REMAIN DESIGNATED AS 7TH SIGNAL COMMAND WITH A DISA COMMAND CODE IN ORDER TO RETAIN THE UNIT HERALDY AND HISTORY. REQUEST YOUR HELP TO MAKE THIS UNIT TRANSFER OCCUR AS A UNIT.
3. WHEN 7TH SIGNAL COMMAND TRANSFERS TO DISA, THE RESOURCES SHOULD INCLUDE THE 50 SPACES (CIVILIAN) ORIGINALLY IDENTIFIED FOR TRANSFER IN DMRD 910 PLUS 159 MORE (138 CIVILIAN AND 21 MILITARY) THAT WERE SUBSEQUENTLY IDENTIFIED. TOTAL SPACES IN THE TRANSFER OF THE UNIT TO DISA IS 209 SPACES. THESE ACTIONS SHOULD NOT BE SEPARATED AND THE UNIT FRAGMENTED.
4. REQUEST YOUR GUIDANCE ON WHAT WE HAVE TO DO ON THIS END.
5. THE POC IS KATHY ROBERTSON, ASOP-FO, DSN 879-6809, E-MAIL ADDRESS ASOP-FO@HUACHUCA-EMH2.ARMY.MIL.
6. FORGING THE FUTURE.
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Suspense: 30 Apr

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ZNR UUUUU
R 192211Z MAR 93
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RUEPNLC/CDR7THSIGCMD FT RITCHIE MD//ASQN//
RUEAHOF/CDRUSAPERSINSCOM ALEXANDRIA VA//ASQL//
RUEPNMI/DIRUSAISMA FT MONMOUTH NJ//AMCPM-ASQM//
ZEN/CDRUSAISMA FT HUACHUCA AZ//ASQM//
ZEN/CDRUSAISEC FT HUACHUCA AZ//ASQB//
ZEN/DIRUSARCCO FT HUACHUCA AZ//ASQA//
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SUBJECT CAPITALIZATION UNDER DMRD 918
A. DRAFT DISA/DITSO CAPITALIZATION IMPLEMENTATION PROCEDURES 25 FEB 93
1. MY STAFF HAS TAKEN A DETAILED LOOK AT THE TASKS AND MILESTONES REQUIRED TO EXECUTE THE CAPITALIZATION FOR STAGE 1 OF DMRD 918. SEVERAL AREAS NEED SUBSTANTIAL WORK BEFORE I CAN ALLOW ANY ISC RESOURCES TO TRANSFER.
2. IN THE ABSENCE OF SPECIFIC GUIDANCE FROM OSD/DA, WE HAVE MADE THE FOLLOWING ASSUMPTIONS WHICH SHOULD BE VALIDATED BY HQDA TO ENSURE CONSISTENCY IN IMPLEMENTATION AMOUNG ALL MACOMS IMPACTED BY DMRD 918.
    A. PEOPLE TRANSFER AT CAPITALIZATION (SF50'S).
    B. DOLLARS REMAIN WITH THE ARMY.
    C. COST REIMBURSEMENT TO DISA IN FY93-94.
    D. DISA IMPLEMENTS FULLY LOADED DBOF RATES IN FY95.
    E. DISAMO AND DSNO OBTAIN APPROVAL TO ENTER DBOF.
    F. CAPITALIZED UNITS BUDGET THROUGH DISA (UNIT COST) STARTING WITH THIS SUMMER'S BUDGET SUBMISSION.
    G. ISC BUDGETS REQUIREMENTS IN JULY 93 BASED UPON OPERATING COSTS AND PROGRAM DOLLARS JULY 94 BASED ON DBOF RATES.
    H. FOR FY95 AND OUT BUDGETS, REPRRGRAMMING REQUIRED TO
        (1) REDISTRIBUTE A PORTION OF ISC'S DIRECT TO OTHER ARMY CUSTOMERS
        (2) REDISTRIBUTE DISA'S OVERHEAD TO CUSTOMERS (5%)
        (3) REPROGRAM MPA, BASOPS, AND OPA TO OMA (LOADED RATES)
    I. DISA WILL HAVE RATES ESTABLISHED BY APR 94.

ACTION AT GA ADDR BY JP
INFO DIS AA ADA*

RUEAHUA 1564 1 9 2 2 1 1 Z MAR 93

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Copy to Director

MAINTAIN TWO SETS OF BOOKS FOR THE FISCAL YEAR OF CAPITALIZATION.
(3) CERTIFICATION OF YEAR-END ACCOUNTING RECORDS COULD NOT BE PERFORMED BY THE LOCAL COMMANDER WHO INCURRED AND MONITORED THE OBLIGATIONS SINCE THE COMMANDER WOULD BE ASSIGNED TO A DISA UNIT.
4. LOOKING AT THE DETAILED PROCESSES REQUIRED FOR CAPITALIZATION CAUSES ME TO REAFFIRM MY POSITION THAT THE CURRENT DATES ARE UNACHIEVABLE. I RECOMMEND THAT CAPITALIZATION BE ACCOMPLISHED ON 1 OCT 93. EVEN CAPITALIZING AT THE END OF FY93 WILL BE A CHALLENGE, BUT I BELIEVE IT IS DOABLE IF ALL PARTIES WORK TOGETHER. CAPITALIZING CONSISTENTLY ACROSS THE COMMUNITY REQUIRES IMMEDIATE GUIDANCE AND IDRECTION FROM HQDA.
5. FORGING THE FUTURE.
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ROUTINE CHANNEL NO. 126813 03-22-93

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ZNR UUUUU
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TO RUEADWD/DA WASHINGTON DC//SAIS-ZA//
INFO RUEJDCA/DISA WASHINGTON DC//DISA-AA//
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MESSAGE IS A COMPOSITE OF RECEIVED SECTIONS
073801 073802
SUBJECT FIXING DMRD 918
1. BEFORE DOD, DISA, AND THE COMPONENTS BEGIN THE PROCESS OF DISCUSSING STAGE 2 OF DMRD 918, WE MUST RESOLVE THE FOLLOWING CRITICAL DMRD 918 ISSUES. IN THE DRIVE TO SATISFY EXTREMELY SHORT MILESTONES, IT MOVED TO PROGRESSIVE PHASES WITHOUT RESOLVING THESE CRITICAL CONCERNS AND ISSUES
A. CINC IMPACT. THE DMRD IS BASED UPON COMPARISONS WITH INDUSTRY AND INFORMATION TECHNOLOGY SUPPORT IN PEACETIME OPERATIONS. THERE HAS NOT BEEN REAL ANALYSIS OR MODELING OF HOW CINC SUPPORT WOULD BE PROVIDED DURING TIME OF WAR. THE CINC'S SHOULD FORMALLY DOCUMENT THE IMPACT OF THE CURRENT DMRD PLANNING AND IMPLEMENTATION ON THEIR ABILITY TO EXECUTE THEIR WARTIME MISSION.
B. O&M MISSION. IF DISA IS TO PROVIDE DIRECT O&M SUPPORT TO CINC'S, THIS WILL PUT A DEFENSE AGENCY IN THE ROLE OF PROVIDING CRITICAL SERVICES IN THE THEATER OF OPERATIONS DURING WARTIME. THIS IS A DANGEROUS DEPARTURE FROM THE CURRENT SITUATION WHERE SUBORDINATE ORGANIZATIONS WITH CLEAR COMMAND LINES PROVIDE THE SUPPORT. CINC'S AND THEIR WAR FIGHTING COMPONENTS MUST OWN AND CONTROL INFORMATION, COMMAND AND CONTROL, AND COMMUNICATIONS SYSTEMS AND SERVICES THAT ARE ESSENTIAL TO MAINTAINING UNIT INTEGRITY AND FUNCTION.
C. OWNERSHIP. WE NEED TO VALIDATE THE MUST OWN EVERYTHING PHILOSOPHY THAT PERMEATES THE DMRD AND ITS PLANNING. THE SAME EFFICIENCIES AND SAVINGS CAN BE ACHIEVED BY ASSIGNING LEAD MILDEP RESPONSIBILITIES TO ONE COMPONENT FOR A PARTICULAR AREA. THE LEAD MILDEP CONCEPT HAS A DOCUMENTED HISTORY OF SUCCESSFUL USE. IF IT'S NOT BROKEN, DON'T FIX IT.
D. DMRD BASELINE AND SAVINGS. THE BASELINE IS FLAWED IN THAT IT REFLECTS OBSOLETE BUDGET AND FISCAL DATA. FROM THE BEGINNING, THE COMPONENTS HAVE QUESTIONED ITS ACCURACY AND BASIS FOR PREDICTING SAVINGS. THE WORLD CLASS COMPANIES WHICH ARE CITED AS EXAMPLES FOR

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cm to Director

TO DISA. ALSO, SOME ACQUISITION RESOURCES WERE WRONGLY IDENTIFIED FOR TRANSFER TO DISA. AN EXAMPLE IS THE FORT BELVOIR IMA MOD PM WHO ACQUIRES AND IMPLEMENTS SYSTEMS WHICH REMAIN WITH THE ARMY UNDER THE DMRD. WE MUST BACK OUT THESE RESOURCES TOO.
B. ISSC'S DATA MANAGEMENT DIRECTORATE EXECUTES THE ARMY'S DATA MANAGEMENT PROGRAM. THESE RESOURCES ARE TO TRANSFER TO DISA, BUT THE ARMY MUST STILL EXECUTE DATA MANAGEMENT FOR ARMY SYSTEMS. THE ARMY'S SHARE OF THESE ASSETS MUST BE BROKEN OUT AND RETAINED IN THE ARMY.
C. IF EXECUTED AS PLANNED, THE DPI TRANSFERS WILL RESULT IN DPI OPERATIONS SPLIT BETWEEN THE SERVICE DOIM'S AND DISA. THIS SPLIT DPI BREAKAGE IS ARMYWIDE. DISA APPEARS ALSO TO VIEW THIS SITUATION AS BROKEN BASED UPON THE SITE SURVEY OF ISC-HOFFMAN. ISC-HOFFMAN MAY ONLY BE THE TIP OF THE ICEBERG, SINCE SITE SURVEYS OF THE INSTALLATION LEVEL DPI'S HAVE NOT OCCURRED. THE ARMY SHOULD NOT TRANSFER ANY INSTALLATION LEVEL PROCESSING RESOURCES. PARTIAL OWNERSHIP REQUIRES BOTH ORGANIZATIONS TO PROVIDE MANAGEMENT OVERHEAD TO SUPPORT THEIR FUNCTIONS. IN SOME CASES THIS WILL REQUIRE MORE TOTAL MANAGEMENT THAN BEFORE THE TRANSFER. INSTALLATION LEVEL PROCESSING ASSETS SHOULD REMAIN IN THE ARMY UNTIL PROCESSING TRANSITIONS TO DISA'S MEGACENTERS.
D. SDC-LEE WILL NOT HAVE THE RESOURCES NEEDED TO PERFORM SOFTWARE DEVELOPMENT AND PDSS FOR RESIDUAL ARMY TACTICAL REQUIREMENTS. THE CAPABILITY FOR DOING THIS MISSION WILL TRANSFER TO DISA WITH ISSC AND THE THREE SDC'S. THE ARMY MUST KEEP THE SOFTWARE DEVELOPMENT CAPABILITY REQUIRED FOR ITS RESIDUAL MISSION.
E. WORMS COOP DPI AND THE ASC-PISMASENS ARE BOTH UNDERGOING MAJOR CHANGES IN THEIR MANPOWER AUTHORIZATIONS AND COMPOSITION. REALIGNING EITHER BEFORE THIS TRANSITION IS COMPLETE INCREASES THE RISK OF MAJOR PROBLEMS. BOTH OF THESE SITES SHOULD BE WITHDRAWN FROM STAGE 1 TRANSFERS. I DO NOT RECOMMEND TRANSFERRING BROKEN PROGRAMS.
F. IN SEVERAL INSTANCES, STAGE 1 DIRECTS TRANSFERS WITH INAPPROPRIATE MANAGEMENT OVERHEAD ALLOCATION. AS AN EXAMPLE, A PORTION OF THE MANAGMENT OVERHEAD IN ISSC AND ISMA MUST BE RETAINED IN THE ARMY TO SUPPORT SDC-LEE AND PM-TACCIMS, RESPECTIVELY. THE ARMY MUST BE AFFORDED THE OPPORTUNITY TO READDRESS THE SPECIFIC MANPOWER TO BE TRANSFERRED.
3. DMRD 918 IS GOING TO HAPPEN, AND IT HAS THE POTENTIAL TO ACHIEVE SOME NEEDED SAVINGS, BUT WE NEED TO ENSURE THAT WE EXECUTE IT SMARTLY. WE NEED TO APPROACH THE DMRD WITH THE OBJECTIVES OF ASSURED CONTINUED SUPPORT TO THE CUSTOMER NOT FRAGMENTING ORGANIZATIONS, MISSIONS, OR SYSTEMS WHICH REQUIRE ADDITIONAL OVERHEAD AND DOING WHAT IS RIGHT. LET'S BUILD THE BASIS FOR DMRD SMART EXECUTION WITH LOGICAL PLANNING.
4. FORGING THE FUTURE.
BT
RTAUZYUW RUEAHUA1570 0812306 MTMS-UUUU NNNN

DEPARTMENT OF THE ARMY

UNITED STATES ARMY INFORMATION SYSTEMS COMMAND
WASHINGTON, D.C. 20310-5000

REPLY TO ATTENTION OF

ASCG

MEMORANDUM FOR LTG FORSTER
LTG KIND

SUBJECT: Recommendations on FY94 Product Manager Positions

1. The ASA(RDA) recommends (enclosure) against replacing USAISC'S Product Managers for Defense Satellite Communication Systems Installation (DSCSI) and Army Small Computer Programs (ASAP). I do not agree with this decision. The Army and DoD are best served by retaining both of the centrally selected Lieutenant Colonel positions. The decision to designate a position as a product manager is based upon criteria that have evolved over years of communications and information systems acquisition experience. During that time, USAISC has successfully centrally managed strategic communications and information systems in support of the DISN (formerly the DCS); and strategic and sustaining base systems satisfying the needs of CINCs and EAC component commanders.

2. Absent any specific rationale from ASA(RDA) for not replacing the PMs, I presume that the driving criterion is the low level of procurement funding in the programs. ASA(RDA) appears to have ignored the high value of the customer funds which are to be obligated against the contracts which the PM ASCP established and/or manages. But, the program management process within the strategic and sustaining base Information Mission Area (IMA) environments is not solely driven by high dollar value acquisitions. Typically, program management is required for reasons of high visibility and/or technical and organizational complexity. The decision to establish a PM for a program should not be based on the ability to identify specific Milestones I, II, etc. in the mode of a "classic" research, develop and acquire organization. The majority of the PMs in PM AIS/USAISMA were established to manage programs which by nature are continuing, e.g., the modernization of the Defense Information Infrastructure.

3. Due to the critical nature of satellite communications, the PM DSCSI projects draw a very high degree of interest at the SECDEF/Joint Chiefs level. As the sole DoD organization that

manages the installation and interconnect of satellite earth terminals, the PM must respond to the constantly changing NCA/JCS PRIORITIES OF ITS CUSTOMER COMMUNITY. In ADDITION, disc4 directed that the PM DSCSI centrally manage the installation/fielding of the Heavy Terminal/Medium Terminal (HT/MT) Modernization effort in direct support of the PEO COMM (PM SATCOM) in order to realize cost savings. The PM DSCSI must intensively manage the efforts of approximately 20 defense organizations and provide technical direction to the PM SATCOM's prime contractor. The PM will be executing multiple simultaneous site modernizations over the next 6 years throughout a system of 50 sites, some of which are operated by and for highly classified users. Only a military Product Manager with his/her diverse experience and developmental assignments from O&M command through Joint Organizations at the National level can effectively and efficiently deal with the Theater, Service MACOM and Unified Command Headquarters Staff and Joint Staff and satisfy the needs of those Commanders expeditiously and economically.

4. The PM ASCP is continuously active in all phases of the acquisition life cycle, from new starts, to award, to post-award management to contract close-out. In fact, there are individual on-going contractual actions at every one of the stages listed. In every case, the PM, ASCP is charged with assuring the standardization of computer interoperability across various levels of architecture and into communications systems. The PM must reconcile cost and performance parameters of multiple architectures and materiel solutions within the confines of the total Army requirements, in an environment characterized by rapidly evolving technologies. The PM must devise viable acquisition strategies that match available and projected end user hardware and software products with the current and projected needs of the DoD customers. Program management expertise must be supplemented with knowledge of technical development, market trends, contracting provisions, support concepts and various matrix disciplines to assure that the customer receives maximum value from a system over its useful life. To date, the Army has purchases through the PM ASCP over one billion dollars of multi-user computer and networking products and services. These contracts have permitted rapid

ASCG
SUBJECT: Recommendations on FY94 Product Manager Positions

fielding of systems at prices approximately 20-30 percent off GSA and 60 percent off retail prices for comparable products. The depth and breadth of the responsibility assigned to the PM ASCP as validated by actual experience in dealing directly with the senior information systems officers in the CINC staffs and with other Army information system Project and Product Managers demands that the position remain a chartered military product manager.

5. USAISC's Project and Product managed programs are categorized as non-major programs. This does not obviate the need for intensive central management by DSMC trained, board selected individuals. The knowledge of contracting, integrated logistics support and financial management provided in the Program Manager course at DSMC, and the expertise to effectively manage the broad technical and functional matrix are mission critical to successful implementation of the information systems projects assigned to USAISC. My recommendations to retain the board selected LTC positions are based upon consistent examinations of assigned and planned missions and the reality of resources programmed through the POM years.

Enclosure

SAMUEL A. LEFFLER
Major General, USA
Commanding

CF:
Director, DISA
PM AIS/CG USAISMA
SARD-RP
SAIS-AE

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
WASHINGTON, DC 20310-0109

SARD-RP

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Recommendations on FY94 Product Manager Positions

This memorandum forwards for coordination the proposed Secretary of the Army (Research, Development and Acquisition) (SARDA) recommendations for the FY94 Product Manager (PM) positions.

Request coordination on the attached recommendations be forwarded to this office ~~NLT~~ April 7, 1993. Nonconcurrence with the SARDA position requires additional justification for your position. If necessary, positions at issue will be resolved during the General Officer Steering Committee meeting on April 15, 1993.

Organizations with new starts recommended for approval are requested to provide the paragraph and line number for the new PM positions from their Table of Distribution and Allowances.

Point of contact for this action is Ms. Norma Brock, 693-7323 or DSN 223-7323.

BRUCE WALDSCHMIDT
Deputy Director, Acquisition
and Industrial Base Policy

Attachment

Encl

DISTRIBUTION:
ASSISTANT SECRETARY OF THE ARMY (RESEARCH, DEVELOPMENT AND ACQUISITION), ATTN: SARD-ZA/SARD-ZB/SARD-ZAC/ SARD-ZCA/SARD-ZS/SARD-ZCS/SARD-ZD/SARD-ZP/SARD-ZT/SFAE

DIRECTOR OF INFORMATION SYSTEMS FOR COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS

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STANDARD ARMY MANAGEMENT INFORMATION SYSTEMS
TACTICAL MISSILES

	Incumbent Assignment/ Rotation Date	PEO/MACOM Position	DISC4 Position	SARDA Position	GOSC Position
U. S. ARMY INFORMATION SYSTEMS COMMAND					
Army Small Computer Program (ASCP)	LTC Nicholson Jun 91/ Jun 94	Replace w/LTC. Responsible for planning, programming, award and central management of major Army and Joint Service commercial- off-the-shelf contracts.		Do not replace. PROC 3.05 $(M) CUST 690.0 $(M) Non-Major Program. Administers all aspects of off-the-shelf contracts of Joint Service interest. PMO transfers to DISA (DMRD 918) 15 Apr 93.	Approved____ Disapproved__ Other_____

	Incumbent Assignment/ Rotation Date	PEO/MACOM Position	DISC4 Position	SARDA Position	GOSC Position
U S. ARMY INFORMATION SYSTEMS COMMAND					
Defense Satellite Communication Systems Installation (DSCSI)	LTC Neff Sep 91/ Sep 94	Replace w/LTC. Manages installation of major Tri-Service SATCOMM projects world wide as part of the DoD SATCOMM Sys network. Not milestone oriented.		Do not replace. Support the function. PROC: 32.06 $(M) OMA: 8.63 $(M) CUST: 6.65 $(M) Non-major Program. Does not do PM level work. PMO transfers to DISA (DMRD 918) 15 Apr 93.	Approved____ Disapproved__ Other_____

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFORMATION SYSTEMS COMMAND
FORT HUACHUCA, ARIZONA 85613-5000

REPLY TO ATTENTION OF

ASCG (25-1)

DISA
DSA I
31 Jan 93
DA A

MEMORANDUM FOR The Deputy Assistant Secretary of Defense,
(Defense-Wide C3), The Pentagon, Room 3E187
Washington, DC 20301-3040

SUBJECT: DOD Management of the Defense Message System (DMS)

1. References:

a. Memorandum, (ASD (C3I)), 4 Nov 92, subject: Elimination of Data Pattern Message Traffic from the Automatic Digital Network (AUTODIN).

b. Message, USAISC, ASDC, 192238Z Jun 92, subject: Execution of the Defense Message System (DMS) Program.

c. Memorandum, (ASD(C3I)), 26 Feb 92, subject: Component Approval Process (CAP) Interim Guidance.

2. After reviewing reference 1a, I thought it appropriate to share some concerns with the execution of the DMS Program and provide some recommendations toward their resolution. These concerns are symptomatic of a much larger issue within the DMS Program, the requirement for an overall Program Manager, which I will refer to within the document and summarize at the end.

3. Elimination of Data Pattern Traffic from AUTODIN. We applaud your effort in reference 1a memorandum as an important step toward eliminating AUTODIN. However, progress toward that objective needs to be accelerated.

a. Concern. Elimination of AUTODIN is contingent upon a collective effort to transition data pattern traffic to DDN as mandated.

b. Example. At the 12-13 Nov 92 Data Pattern Detailed Architecture Team meeting, a Defense Information Systems Agency (DISA) representative declared that those users in the process of transitioning their data pattern traffic to DDN, were to "get it back on AUTODIN" until such time as the advanced encryption devices and upper layer protocols were developed and made available that would provide signature authentication for unclassified sensitive traffic. This is completely contradictory to what we have been telling our users since DDN became available in 1983.

ASCG
SUBJECT: DOD Management of the Defense Message System

c. Recommendation. Ensure that the DMS manager and his DISA support are clearly on board with this goal and working to achieve it.

4. Management Structure for DMS. The lack of overall management of the Joint DMS Program is a previously identified concern of Army as discussed in reference 1b.

a. Concern. The lack of a traditional management structure is causing delays in the execution of the program, and perhaps unnecessary expenditures of resources.

b. Example. Over a year ago, when the Command encountered problems implementing the Army Standard Electronic Message Host with AUTODIN Mail Server (ASEMH w/AMS), we recognized there were flaws in the non-traditional DMS management structure. The committee method of management may promote consensus, but it does not accomplish efficient, timely fielding.

c. Recommendation. Establish a chartered Program Manager (PM) with portfolio to develop and implement DMS. With limited resources, we cannot allow a loosely directed process to delay implementation of a program that means so much to DOD in terms of saving resources and brings DOD information systems into the 21st century.

5. Component Approval Process. The joint/central project philosophy is good in itself, but is not managed from an overall program perspective. While one of the goals of the DMS Program is to use COTS and NDI, the CAP (reference 1c) does not foster competition. Rather, it forces independent development and acquisition.

a. Concern. The DMS Program will fall victim to single source solutions, and will not be able to take advantage of the products and services available to the commercial messaging environment.

b. Example. Services/agencies must screen vendor developments, and if they choose, sponsor them on a first come first serve basis into the CAP. That gives a vendor little assurance that his product will compete. It promotes a single source once a product is approved. The business community is aware of this trend, and appears to be turning their talents elsewhere.

ASCG
SUBJECT: DOD Management of the Defense Message System

c. Recommendation. Establish a mechanism whereby a vendor can sponsor his own product through the CAP and market it in competition with any other approved product.

6. Accreditation Process. AUTODIN systems that have been operating for years are being held accountable to evolving security criteria.

a. Concern. It would appear that attention is being focused in the wrong area, on the security aspects of AUTODIN systems that are part of the baseline and will be phased out within the next couple of years.

b. Example. The DMS accreditors appear dictatorial and inflexible in their reviews. The requirements for Service unique AUTODIN/bridging systems vary according to the system or user, resulting in additional delays in the approval process. The accreditation process has not even begun to address the widespread, divergent, baselevel E-Mail systems that continue to proliferate.

c. Recommendation. Minimally acceptable, yet doable security criteria must be defined for all systems. The process must be such that any functional proponent can at any time gauge where he fits into the process, what needs to be done to obtain accreditation, and how long it will take. An adjudicator must be identified that can negotiate with all the accreditors, yet provide a ruling if consensus cannot be obtained.

7. Test Environment. The DMS test environment needs to be revamped.

a. Concern. Testing resources are being expended with insufficient direction.

b. Example. Each service and agency is provided some funding from the DBOF to fund a DMS testbed, yet no test program has been developed. The Joint Interoperability Test Center (JITC) under DISA could very well do the testing for all the services and probably save some resources.

c. Recommendation. Specific security, functional and operational test criteria should be provided to everyone, including the commercial world, so when products are being developed they know what criteria they are working toward. The JITC should take on all the testing responsibilities, so the overlapping resources can be reprogrammed.

ASCG
SUBJECT: DOD Management of the Defense Message System

8. Required Operational Messaging Characteristics (ROMC). The ROMC currently under development will provide the foundation which will determine how DMS is implemented in the DOD. The messaging characteristics listed in the ROMC should apply to both individual and organizational messaging whenever possible, and not isolate military messaging from that being done in the commercial world.

a. Concern. We are isolating military messaging and information exchange from the technology being used in the commercial world by insisting that military messaging is unique and must be provided exceptional transmission guarantees and security safeguards that were not required in AUTODIN.

b. Example. The traditional AUTODIN precedence levels are dictating message length, among other things, although X.400 supports only three levels of precedence; i.e., URGENT, NORMAL, and NON-URGENT.

c. Recommendation. Develop the ROMC in accordance with the OSI/GOSIP message handling standards to ensure interoperability with the commercial world, and not from an AUTODIN perspective.

9. While strong, top-down driven leadership is essential to defining and executing achievable goals at the DOD level, the Services and agencies must play a significant role in the identification of common goals and in the evolution of their information systems. To that end, I recommend that a Service or agency be centrally selected and assigned as the DMS Program Manager with full line authority, representation, and resources. A Joint Configuration Manager must also be assigned to ensure the consistent application of new technology throughout DOD to ensure integration and interoperability while we evolve to a target architecture. I solicit your support in focusing and redefining the DMS Program.

10. Here to Serve with Pride.

CF: DISC4

SAMUEL A. LEFFLER
Major General, USA
Commanding

e. The community is supportive of the Military, and community leaders and congressional representatives have formed a proactive organization that can be called upon to solicit any necessary support from federal, state, and local governmental agencies.

3. I am confident that a close examination of the benefits of consolidating TCO/Provisioning functions at Fort Huachuca is justified, and I welcome your earliest response.

We need to push this
To avoid turbulence -
Johns folks have a
good reputation as you
will know. -

SAMUEL A. LEFFLER
Major General, USA
Commanding

Notes on HAC Testimony

1. Briefing HAC 1000-1200 on Tuesday the 27th, room number not yet known

2. ~~Mr. Grimes~~ and Ms. Kendall will occupy head table and third seat will be used to "rotate" through Service and Agency representatives. Seating diagram attached.

LTG Short - DMRD 918 & Megacenter Study, focus on methodology
MG Baldwin - CALS
LTG Kind - SBIS & RCAS
Lloyd Moseman - USAF RCAS
Ed Whittman - CAD2 Contract Status

3. ~~Mr. Grimes~~ will testify on DMRD 918. Ms Kendall will discuss OSD oversight of several programs... DBMS, CHCS, etc. Both will make opening remarks. ~~Mr. Grimes~~ Memo (attached) lists who will be speaking on what subject.

4. Service reps and DISA will be allowed to make opening remarks, however, due to short time allotted, remarks may get "entered" into the written record without being spoken. It appears that none of the others testifying intend to make opening remarks.

5. Sally Brown from Ms. Kendall's office is the OSD action officer for this event.

6. Event is likely to be used by Congressman Livingston (Louisiana) as bully pulpit to show his constituents he went down fighting on the facilities we have recommended for consolidation in New Orleans. Best tactic for DISA is to expound on methodology used and avoid confrontational exchange. List of HAC Members and Staffers is attached.

7. Mr. Everett's office (Dave Bullock) is putting together detailed background information on the facilities in New Orleans so you will be prepared to answer any question. Attached are 6 questions/answers pertaining to New Orleans. They are working on more.

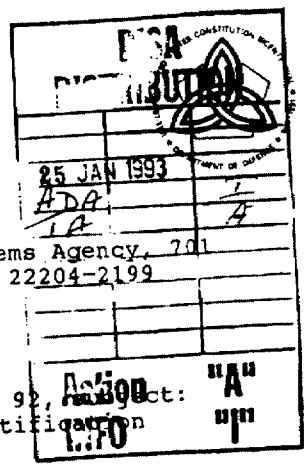
8. I am operating under impression you do not desire to present opening remarks. Also attached is artical, "Testifying on the Hill: A Guide to Survival"

More to follow ,

Paul Clouse

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INFORMATION SYSTEMS COMMAND
FORT HUACHUCA, ARIZONA 85613-5000

REPLY TO ATTENTION OF
ASCG



MEMORANDUM FOR Director, Defense Information Systems Agency, 701 Court House Road, Arlington, VA 22204-2199

SUBJECT: Housing the DoD TCO/Provisioning Center

1. Reference Memorandum, USARCCO, ASQA-A, 31 Dec 92, [illegible]ct: DMRD 918 Impact on the DoD Telecommunications Certification Offices (TCOs).

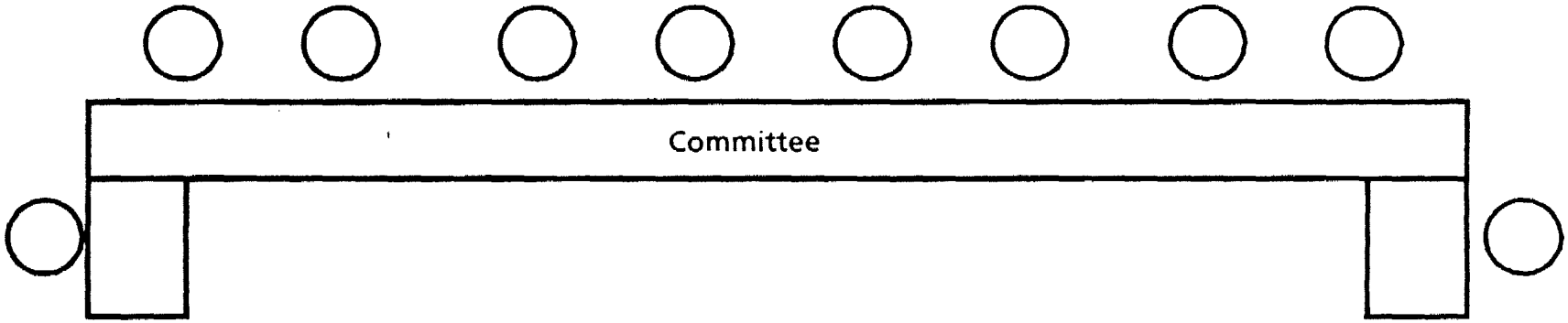
2. By reference, the U.S. Army Commercial Communications Office (USARCCO) provided excellent rationale as to why their business processes should serve as the working model for consolidating all of the TCOs within DoD. I wholeheartedly agree with that approach and would now like to go one step further by suggesting that any resulting consolidated functions be housed here at Fort Huachuca. The decision, of course, is yours to make, but Fort Huachuca would be able to accept a new influx of personnel either immediately or over an extended time period. Not only is there adequate space and facilities available, but some other benefits that could be realized include:

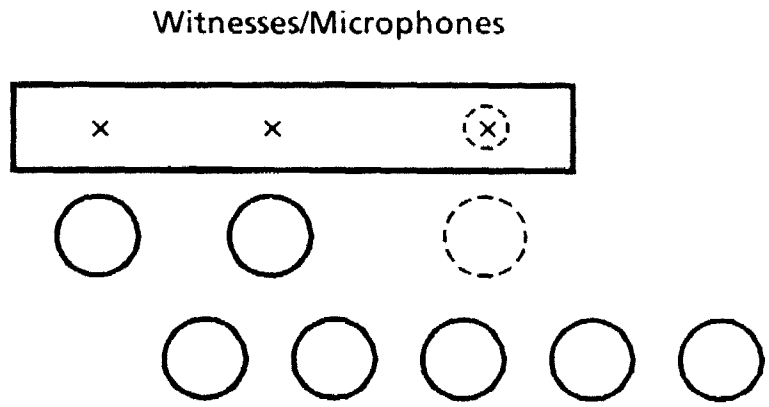
a. A Defense Information Systems Agency (DISA) unit, JITC, already resides at Fort Huachuca, and the various support agreements in place would only require minor modifications to incorporate additional DISA functions.

b. The USARCCO's modern work space in Greely Hall, a large, well provisioned building, can be expanded to accommodate increased mission/personnel.

c. Fort Huachuca is growing rapidly with more than $150 million dollars in new construction that includes modernized infrastructure services to accommodate the Army Intelligence Center and School consolidation and other supported activities.

d. The surrounding area is one of the fastest growing in the state and boasts modern shopping and entertainment, excellent school systems, and an attractive cost of living.


Committee


Witnesses/Microphones

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-3040

COMMAND CONTROL,
COMMUNICATIONS
AND INTELLIGENCE

26 MAR 1993

MEMORANDUM FOR DEPUTY DIRECTOR, FINANCIAL, PERSONNEL, AND HEALTH FUNCTIONAL INFORMATION MANAGEMENT (FIM), OASD(C3I)
DEPUTY DIRECTOR, MATERIEL AND LOGISTICS FIM, OASD(C3I)
DEPUTY DIRECTOR, C3I FIM, OASD(C3I)
DEPUTY DIRECTOR FOR POLICY, OASD(C3I)
DEPUTY DIRECTOR FOR INFORMATION TECHNOLOGY, OASD(C3I)
DEPUTY DIRECTOR FOR BUSINESS PROCESS REDESIGN, OASD(C3I)
DIRECTOR, PROGRAM OVERSIGHT, OASD(C3I)
DIRECTOR, INFORMATION SERVICES, OASD(C3I)
DIRECTOR, INFORMATION TECHNOLOGY RESOURCES, OASD(C3I)

SUBJECT: House Appropriations Committee Hearing on DoD Information Technology

The House Appropriations Committee, Defense Subcommittee, will hold a hearing on DoD Information Technology on April 27, 1993. At present, Ms. Cynthia Kendall and I are scheduled as witnesses. Other witnesses may be added at the request of the committee.

Likely topics for coverage at the hearings are: Corporate Information Management, Defense Information Infrastructure, the Megacenter Study, Oversignt of Automated Information Systems, and the DoD Information Technology Budget. Covering these topics will require the cooperative efforts of the DDI, DASD(IS) and DASD(P&R) staffs. The list at Attachment 1 shows the areas of responsibility and the primary action office for each. Attachment 2 shows key dates for testimony preparation.

The point of contact for preparation of the opening statement is Sally Brown (746-7293). She is also coordinating the preparation of testimony back-up books.

John G. Grimes
Acting Director of Defense Information

Attachments

cc: DASD(IS)
DASD(P&R)

HAC ADP HEARING
April 27, 1993

CIM -- Grimes
- General Status
- Policy
- Savings
- GAO Report
- Data Admin
- S/W Reuse
- Standards, Tech Reference Model
- Functional Progress
  - Health
  - Financial Management
    - DBMS and DBOF
  - Logistics
  - C3I
- BPI
- FEA

DMRD 918 -- Cavallini
- Purpose
- Scope
- Status of Implementation
- Service concerns
- $4.5 billion from DoD top line

Megacenter Study -- Cavallini
- Why was it done? Part of 918?
- What was OSD involvement?
- Was quality of New Orleans work taken into Consideration?
- Was an economic impact study done for New Orleans? Why not?
- What will happen to the New Orleans employees?

Oversight -- Kendall
- Policy
  - 8120.1
  - 8120.2
  - FIP Contract Oversight
- RCAS
- SBIS
- CHCS
- CAD2
- CAMS/REMIS TICARRS
- DBMS
- Logistics: DMMIS, RDB
- Desktop IV

Budget -- Cavallini
- 43 exhibit summary information
- DMRD 918 estimate

April 1993

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Draft Statement to Directors for Review and Comment	6	8 Directors' Comments on Statement complete	8	9 Statement to DASDs for Final Review	10
11	12 Statement to ASD(C3I)	13	14 Statement to Security Review	15	16	17
18	19	20 Statement to Hill	21	22	23	24
25	26	27 Hearing 10-12 a.m.	28	29	30	

HOUSE OF REPRESENTATIVES

COMMITTEE ON APPROPRIATIONS

(Ratio: 37D-23R)

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Julian C. Dixon, California	Jim Kolbe, Arizona
Vic Fazio, California	Dean A. Gallo, New Jersey
W. G. (Bill) Hefner, North Carolina	Barbara F. Vucanovich, Neveda
Steny H. Hoyer, Maryland	Jim Ross Lightfoot, Iowa
M. Robert Carr, Michigan	Ron Packard, California #
Richard J. Durbin, Illinois	Sonny Callahan, Alabama #
Ronald Coleman, Texas	Helen Delich Bentley, Maryland #
Alan B. Mollohan, West Virginia	James T. Walsh, New York #
Jim Chapman, Texas	Charles H. Taylor, North Carolina #
Marcy Kaptur, Ohio	David L. Hobson, Ohio #
David E. Skaggs, Colorado	Ernest Jim Istook, Oklahoma #
David Price, North Carolina	Henry Bonilla, Texas #
Nancy Pelosi, California	
Peter Visclosky, Indiana	
Thomas M. Foglietta, Pennsylvania #	
Esteban Edward Torres, California #	
George (Buddy) Darden, Georgia #	
Nita M. Lowey, New York #	
Ray Thornton, Arkansas #	
Jose E. Serrano, New York #	
Rosa L. DeLauro, Connecticut #	
James P. Moran, Virginia #	
Douglas (Pete) Peterson, Florida #	
John W. Olver, Massachusetts #	
Ed Pastor, Arizona #	
Carrie Meek, Florida #	

DEFENSE SUBCOMMITTEE

(D)	(R)
Murtha, Chairman	McDade, Ranking
Dicks	Young
Wilson	Livingston
Hefner	Lewis
Sabo	Skeen #
Dixon	
Visclosky #	
Darden #	

MILITARY CONSTRUCTION SUBCOMMITTEE

(D)	(R)
Hefner, Chairman	Vucanovich, Ranking #
Foglietta #	Callahan #
Meek #	Bentley #
Dicks	Hobson #
Dixon #	
Fazio	
Hoyer #	
Coleman	

- New to committee/subcommittee

PARAMETERS
US ARMY WAR COLLEGE QUARTERLY
Winter 1992 Pg. 80

Testifying on the Hill: A Guide to Survival

JAMES T. CURRIE

With recent wars, both cold and hot, safely disposed, there remains for the military officer only one great fear: that of being called to testify before a congressional committee. Though officers are always seeking an opportunity

Lieutenant Colonel James T. Currie, USAR, is a professor of political science at the Industrial College of the Armed Forces and is assigned to the 2070th US Army Reserve Forces School, Fort Belvoir, Virginia. He served as a congressional staffer for almost eight years, the last six of which were spent on the professional staff of the Senate Select Committee on Intelligence. He is the author of two books, including a history of the US House of Representatives, and is coauthor of *Twice the Citizen: A History of the United States Army Reserve, 1908-1983* (DA Pamphlet 140-14).

to excel, few of them relish the chance to travel to Capitol Hill and present themselves before the members and staff of Congress. "I'd rather have a root canal without anesthesia," is the way one combat-decorated colonel expressed it to me one day. I expect this feeling is well-nigh universal among career members of the military, and there are good reasons for such trepidation.

First of all, a hearing is not an equal contest. The congressional committee holds all the cards. Its members set the agenda, schedule the time, and tell you what they want you to talk about. They control the hearing room, and they invariably put you on a lower level physically, so that they can look down upon you from on high. If they are hostile in their questioning and you "win" the hearing on points by showing up one of the members or staff and making him look foolish, they have the last laugh when they cut your budget or punish you with report language that strips you of power and position.

Second, the committee will probably spend longer preparing for the hearing than you will, and they may know more about the subject of the hearing than you do. Just as you have staff—or perhaps you are the staff officer preparing your superior for the hearing—congressional committees also have professional staff members, some 2000 of them at the end of 1991. Many of these individuals are young, bright, and aggressive, while others are older and have as much experience as you do—perhaps more.

Third, though the committee staffers will probably do their best to tell you what they think the committee will want to know about, you can almost count on some member to ask a question that is totally off the subject. If you are unable to answer it, you can take shelter in the belief that there was no reasonable way for you to have had the answer, but one of your superiors may still make you feel foolish for not having anticipated the question.

With this being the situation, why would anyone ever testify before a congressional committee? One answer, of course, is that you are invited to appear in the same way that the Internal Revenue Service invites you to respond to their request for additional information about your tax return. In the words of the Godfather, it is an offer you cannot refuse. Additionally, proposals to cut the DOD and service budgets will multiply in years to come, and there will be ever-increasing pressure on military officers and senior civilian appointees within the Department of Defense to troop to the Hill to defend and explain the President's budget requests.

So let's assume you have one of the invitations in hand. Perhaps it is for you, perhaps it is for your boss and you are the stuckee who is to prepare the testimony. If you are lucky, the hearing is far enough in the future that you can carefully prepare the testimony. If you are unlucky, it is two days hence, and you are in big trouble. Regardless of the time remaining before the hearing, the letter of invitation should at least give you the subject of the hearing and a committee point of contact, who will undoubtedly be a member of the professional staff of the committee.

The first thing to do is determine exactly what kind of hearing it is. There are four basic types, though you will probably encounter only the first three of them:

• *Legislative hearings.* These are hearings on a bill or other legislative proposal. Witnesses are invited to testify both for and against the legislation, giving their views or the views of their organizations. The executive branch is generally afforded the opportunity to testify before the relevant

committee or subcommittee on any proposed legislation. If it is not specifically invited to do so, it may request the opportunity, and I cannot imagine that such a request would ever be denied.

• *Investigative hearings.* These are the ones you should dread the most. They are often generated as a result of a news report that alleges misconduct or malfeasance on the part of the executive branch. If you are really unlucky, your letter invites you to testify before the House Energy and Commerce Committee, chaired by Representative John Dingell of Michigan. Congressman Dingell is about as tough on executive branch witnesses as anyone on the Hill, and when your testimony is over, you still are not home free, because you may be the recipient of what are called "Dingell-grams."

These dreaded documents are the written follow-up questions from Representative Dingell, and they may be a dozen or more pages long. (Other committees also send such follow-ups, but Dingell's are legendary.) Congressman Dingell's favorite target is the Environmental Protection Agency, with the Food and Drug Administration next, and DOD third. It was the National Highway Transportation Safety Administration, however, which received the most recent big-time Dingell-gram, a 17-pager delivered in September 1991. There were more than 100 questions in the letter, all of which Congressman Dingell wanted answered within 45 days. That may sound like plenty of time, but it is not much when you consider all the coordination required of responses to questions from a congressional committee.

• *Oversight hearings.* These are similar to investigative hearings, except that the hearing has not necessarily been triggered by allegations of malfeasance or wrongdoing. Oversight hearings are the legislators' way of keeping up with how the executive branch is implementing the laws Congress has passed.

Many laws do not lay out in great detail just how the provisions in the statute are to be imposed on the public. That is often done through regulations. Congress wants to see whether these regulations actually implement the "congressional intent" associated with that particular piece of legislation. If the regulations seem to be in conflict with what the legislators had in mind, then an oversight hearing may be an opportunity for Congress to discuss its intent with the relevant federal department or agency and perhaps to suggest changes in the regulations.

If the agency decides that it does not want to change the regulation—which is usually a pretty stupid position to take—then Congress might just make the law more specific or write something into the report language accompanying the next authorization or appropriation bill for that agency. Oversight hearings are not necessarily as confrontational as investigative hearings, but they may be. Oversight is generally not an occasion for a committee to bring in someone from the executive branch and just tell them what a good job they are doing in implementing a program. They are quite common, for example, when questions come up about a weapon system's performance, cost, or development schedule.

• *Confirmation hearings.* This is the type of hearing you are least likely to encounter. Despite such exceptions as the Clarence Thomas and Robert Gates confirmation hearings, most such affairs are fairly routine. Congress holds literally scores of them every year for positions from ambassador to department heads. If you are ever involved in a hearing for a

"I'd rather have a root canal without anesthesia . . ."

controversial nominee, you will get plenty of help, because by definition a confirmation hearing is triggered by a presidential nomination.

Once you have determined the type of hearing you face, then you have to determine your audience and analyze how you want to approach that audience. This may seem self-evident: your audience consists of the members of the committee before which you are appearing. This is true to an extent, but it may be that your real audience is only the chairman or the ranking member of the minority party. Or the audience may be a small fraction of the committee or subcommittee, such as a particular member or members having a special interest in the subject under consideration.

You may even know that there is a particular committee staffer who is your real audience. It is not unprecedented for a longtime staffer to be the one who suggested the hearing to the chairman because he or she is really interested in the topic. That person may be a technical expert on the subject and have views that are well-known and quite rigid. You should know this before you prepare your testimony.

In terms of identifying your audience you might even get to the extreme situation where your real targets are not the people within the hearing room. If you think back to the congressional Iran-Contra committee and its hearings in 1987, Oliver North addressed himself only indirectly to the members and staff. He was really aiming at the American people watching on television. This is atypical, and it will not generally be the case unless the hearing involves a high-level witness on a controversial subject or unless the subject is a piece of legislation that the administration wants to get the American people to support or oppose.

It is possible that your hearing will be carried on C-SPAN (the Cable Satellite Public Affairs Network) and perhaps some excerpt from it will be picked up by the networks and broadcast to an even wider audience. Except in the case of closed hearings, members of the press are likely to be there. If your topic is controversial or timely you might get *The New York Times* or *The Washington Post*. You are more likely to see reporters from *Army Times* or *Air Force Times* or *Navy Times* or from specialized publications like *Inside the Pentagon* or *Defense Electronics*. I can assure you that if there is anything interesting in the offing, the press will want to know about it.

After you have figured out what kind of hearing it will be, whether it will be closed or open, and who the audience is, you are ready to go on to the next step, which is to determine what the committee wants you to cover in your prepared testimony and what you should be prepared to respond to in the way of questions from the members.

On rare occasions you will receive a nicely prepared set of questions; on even rarer occasions, the committee members will stick to those questions. But do not ever count on this happening. Call the point of contact on the committee staff and ask that person just what the committee hopes to get out

of the hearing. The more information you get, the better you can prepare. As one former Air Force liaison officer told me, "We always found it useful to suggest some subject areas or questions which could help both the committee and the witness look smart. If we could not get the committee staff to include these in the briefing books, we would sometimes go to a friendly personal staffer and thereby get the questions to a member." It may not always work, but this technique is certainly worth a try.

Once you have these preliminaries out of the way—and know just how much time you have to prepare the witness statement—then you are ready to begin your work.

The first thing you will want to do is to see what your organization said about the subject the last time someone testified on the Hill. I assure you that the committee staff members will have dug out that testimony, and they will be watching carefully to see whether you are consistent with or whether you are contradicting something your agency said before.

Even as you are preparing your testimony, the committee staff is also working to prepare for the hearing. Depending upon the type of hearing, the staff will be preparing briefing books for the committee members and questions for them to ask during the course of the hearing. The staff members will have researched the issue just as you have and will highlight for the committee members any problems or issues that ought to be addressed in the course of the hearing. Committee staffers are also present during the hearing and will be taking notes and slipping questions to the committee members.

One thing you do not *ever* want to do is insult a staffer. You probably know not to insult a committee member, but insulting a staffer may get you in just about as much hot water. I recall one Army colonel who challenged the budget chief of the Senate Intelligence Committee on how much the colonel's organizational budget was for the year. The officer did everything but call the staffer stupid, when in reality both men were right in what they were saying. The colonel was talking about how much he received to execute his mission; the staffer was talking about how much it cost to execute the mission *and* to pay the colonel's troops for the year. It did not make the staffer happy to have his figures challenged by someone who obviously did not understand what they meant. It is wise to note that staffers never forget, and that committee staff tends to remain for the duration.

As you research and write what you or your boss is going to say, it might be helpful to consider some keys to good testimony:

- *Be logical, clear, and to the point, and directly address the questions you have identified as being at the heart of the hearing.* Among the best testimony I have ever heard was that at a hearing on the Defense Intelligence Agency budget. The witness was Lieutenant General Leonard Perroots, who came quickly to the point with something like: "We have asked you gentlemen to authorize the Defense Intelligence Agency to spend $x billion during the next fiscal year. . . . This is what you got for your money last year. . . . This is what we plan to give you for your money next year. . . . These are the priorities I have for DIA." When he finished his prepared testimony, almost everyone in the room understood what DIA was all about.

Tell the committee in your opening what your thesis is, support that thesis in the body of the statement, then close by summarizing what you have said. Members and staff are constantly moving in and out of the hearing room,

and this gives them more than one chance to get your main points.

What is the antithesis of clear and effective testimony? How about the following, which was actually spoken before the Senate Select Committee on Intelligence:

> Mr. Chairman, I feel very strongly that these decisions by the agencies should be made in a manner that takes into consideration the sensitivities and exposures associated with the decision, and that when efforts are initiated after the programs have begun to get the type of approval which you sought, which is quite appropriate, the inappropriateness is applicable to when it is initiated.

Or how about a shorter one: "That gave us a bottom line of about four thousand missiles, minus five hundred plus a thousand, in round numbers."

• *Do not use jargon or acronyms.* We live in a world of acronyms. There is scarcely a program that does not have half a dozen acronyms associated with it. Those of us on the inside use these acronyms as shorthand, and we also use them to show other insiders that we, too, are part of the team. Do not use them. I repeat: DO NOT USE THEM. No matter how common you think an acronym is, there will be members of the committee and the committee staff who will not know what it means, and that diminishes the effect of your testimony. About the only one you can use with safety is "DOD," and go easy on that. Present the testimony as if you were writing for an educated newspaper audience. Think of yourself as a writer for *Time* or *Newsweek* or *The Washington Post*. You needn't drop down to the level of the *National Enquirer*, but never assume—never!—that everyone is at the same level of expertise that you are.

How about the following example from an Intelligence Committee hearing: "Over the years we have frequently been called upon to clarify the relationship between the PRD-10, TPDF, MRDFS, and our TPCS thing that I talked about earlier."

• *Do not use wiring diagrams.* I have never heard anyone—members or staff—express a desire to see organization charts at a hearing, yet DOD witnesses in particular seem to have a compulsion to use them and show them. Very few people in Congress really care who reports to whom in an executive branch organization. What the people on the Hill want to know is whether it works. If not, can it be fixed? Or how much will it cost? Or why does it cost that much? Or can you do it with less money? Or why should we continue to fund this program? Or what are the taxpayers getting for their money? I recall one general officer whose testimony began with wiring diagram after wiring diagram. The chairman asked him not to show any more of them, because he wanted to get to the meat of the presentation. The general said, "Yes, Mr. Chairman, but I have just one more diagram I want to show you."

• *Be truthful.* It is really awful that this even has to be mentioned. It ought to be something that we can all take for granted, but unfortunately that is not the case. The most obvious examples of untruthful testimony in recent years came out of the Iran-Contra affair. There have been numerous indictments arising from the giving of false testimony to Congress. It is a felony, a violation of the US Code, to give untruthful testimony to Congress, whether you are under oath or not. Both Oliver North and John Poindexter were convicted of giving false testimony to Congress, though both of their convictions have been reversed on what I would call technicalities. Alan Fiers of the CIA and Elliott Abrams of the State Department have pled guilty to

giving false testimony or information to Congress. And Claire George and Dewey Clarridge of the CIA have been indicted for such.

Oliver North, testifying in the Poindexter trial, admitted that he had lied to Congress, and he tried to make the case that there were extenuating circumstances:

> Prosecutor: "You thought you could go in front of those twelve Congressmen, sit there, and lie and lie and lie?"
> North: "I was not under oath. I have never lied under oath. It was an informal, off-the-record meeting."

Sometimes you are sworn and sometimes you are not, but whether you are under oath does not matter one bit. A military officer or a high-level civilian in our government should be expected to tell the truth, regardless of whether he has sworn an oath and completely apart from the legalities.

• *Do not use jokes.* This injunction should be violated only with the greatest of caution and only if you have Bob Hope's joke writers and George Burns's sense of timing and delivery. Committee hearings are not speeches before the Rotary Club, and even if you or your boss likes jokes, this is not the place for them. Many an otherwise fine presentation has died because of a joke that did the same.

• *Conform to time limits.* You will probably be told by committee staff or in the letter of invitation just how long you have to present the testimony. *Do not exceed that limit.* If you simply cannot present everything within the time given you, you may have to prepare two versions of the testimony: one to be delivered, the other "for the record." This latter can be as long as you want it to be, and it will be studied by members and staff who are interested in the subject.

At the same time, even if the prepared testimony is within the time limit, the witness may be asked to summarize the testimony, particularly if he is one of several witnesses to appear before the committee that day. The witness should be familiar enough with the testimony to be able to do that on a moment's notice. Witnesses are generally allowed to place their full testimony in the record if they are asked to summarize it.

• *Accurately represent the administration position.* This also should go without saying. Yet it has happened on occasion that someone has testified before a congressional committee and then had his testimony disavowed by the administration. This does not lead to long tenure for either the person who presented the testimony or the person who prepared it. Testimony is generally cleared at many levels, ending with a final clearance from the Office of Management and Budget, which is part of the Executive Office of the President. You should determine who the clearance authorities are for your testimony, and how much time the clearance process will require, at the time you determine how long you have to prepare the testimony. Whatever time you allow for clearance, it will probably take longer than that.

If you have any doubt about the accuracy of your proposed answer or whether it represents the administration position on an issue, you can always request to supply the answer later "for the record." There are commonly many such requests at any hearing, and they are generally granted unless the hearing has turned acrimonious. If you do make such a request, of course, you must promptly supply the answer or the data.

• *Take into consideration what other witnesses will tell the commit-*

tee on the subject. You may be one of several witnesses who will testify on a particular subject. You may even be part of a panel. When you call the committee point of contact, ask him who the other witnesses will be and whether you or your boss will be testifying alone. He will probably tell you. Then contact your counterparts who are preparing the testimony for those witnesses, if they are executive branch members, and ask them what they are planning to say. It helps your credibility and theirs if two or more executive branch witnesses are not saying contradictory things. The process is a bit trickier if the other witnesses are not from the executive branch, but you might still make a careful approach to them. They, of course, may ask what you are planning to say, and that request may put you on the spot if you are unable to comply. Be careful when discussing anything about possible testimony with individuals outside your own shop, and especially with individuals outside the executive branch. On the other hand, you may be able to discuss your testimony with a friendly committee staffer and gain some insights as to how it is likely to be received by the committee. As one veteran of the Hill Wars suggested, you might even try inviting one or more staffers over to your place of business in advance of the testimony. That way, they can get to know you, and you might have the opportunity to give them a firsthand look at a system or a problem area. If you are doing your job correctly, you have already taken key staffers on trips to field sites and equipment demonstrations long before a hearing has been scheduled.

- *Make sure the person delivering the testimony has mastered it.* No matter how much confidence he has in the person who prepared the testimony, the witness is the one on the spot. The person making the presentation needs to go over the testimony and make it his.

- *If you use charts and diagrams, make sure they are clear and can be reproduced in black and white.* I cautioned about wiring diagrams, and in general these should be avoided. But sometimes a judiciously used chart, particularly in budgetary matters, can make a point quite well. In preparing such, remember that these charts will be reproduced in black and white in the printed version of the testimony, and they need to be reproducible. If you use color in your presentation charts, be sure that you have reproducible versions to submit for the record.

- *Present the testimony in the number of copies requested by the committee.* Committees usually ask for 50 or even 100 copies of testimony, and they would like to receive it 48 hours before the hearing. Try to comply. It will make the committee staff feel much better toward you. After you have completed testifying, you might want to leave copies of your testimony and any visual aids with the service congressional liaison office. Its staff can then respond to requests from members or staffers who do not serve on the committee that held the hearing.

Testifying before Congress may never be a pleasant task for most military officers, but if approached in the right way, it need not be a disaster, either. Just as with any military operation, the key is to know whom and what you are facing and to prepare appropriately. Congress is very much like a foreign land, with a different language and customs, and congressional committee hearing rooms will be the scene of many DOD battles in the years ahead. The prudent officer will prepare himself for the action at hand. ❑

21 April 1993

DISA FY 1993/FY 1994 APPROPRIATED FUND BUDGET SUMMARY

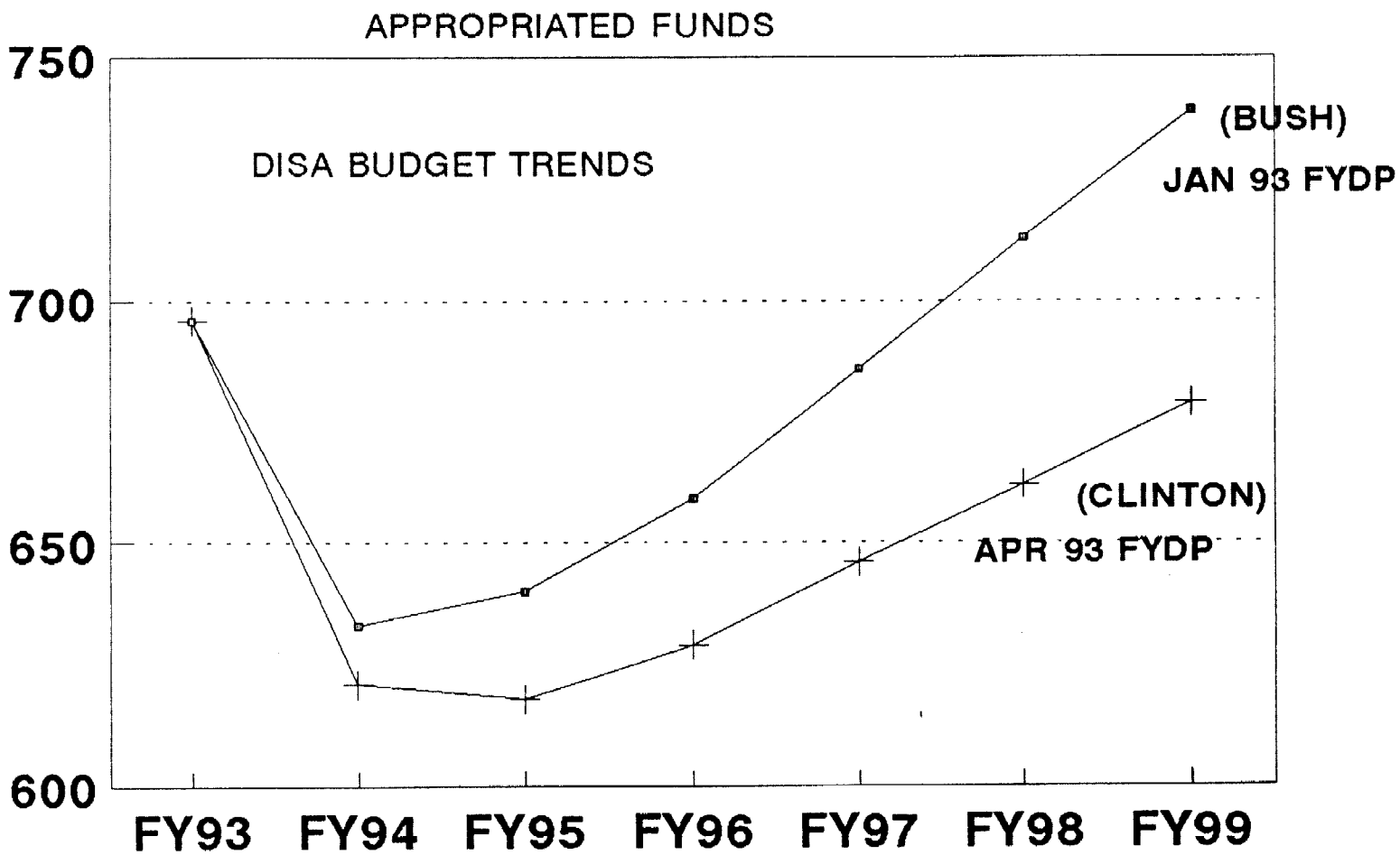
TOTAL APPROPRIATED BUDGET: For FY 1994, DISA is requesting $621 million in appropriated funds. This amount is $75 million less than our current FY 1993 budget and $12 million less than the January 1993 FY 1994 Bush Budget Baseline. Approximately 80 percent, or $495 million, of our FY 1994 appropriated fund request is for Operation and Maintenance (O&M); 12 percent, or $72 million, is for RDT&E; and the remaining 8 percent is for Procurement. **[NOTE: Attachment (1) provides charts for the backup book that displays DISA's FY 1993-FY 1999 appropriated funds in the DoD Future Year Defense Program (FYDP) and a breakout of FY 1993 and FY 1994 funds by appropriation and DISA activity.]**

INFORMATION TECHNOLOGY BUDGET FOR APPROPRIATED FUNDS: Excluding DBOF, for FY 1994, approximately 68 percent, or $421 million of our $621 million appropriated fund budget request will be spent on information technology systems. This compares with 66 percent, or $460 million of our current $696 million FY 1993 budget that will procure IT systems. **[NOTE: For the backup book, attachment (2) provides DISA's appropriated fund input included in the FY 1994 DoD Information Technology Budget request.]**

2 Attachments:
1 FY 1994 Appropriated Fund Budget Charts
2 FY 1994 Information Technology Budget Summary

III b

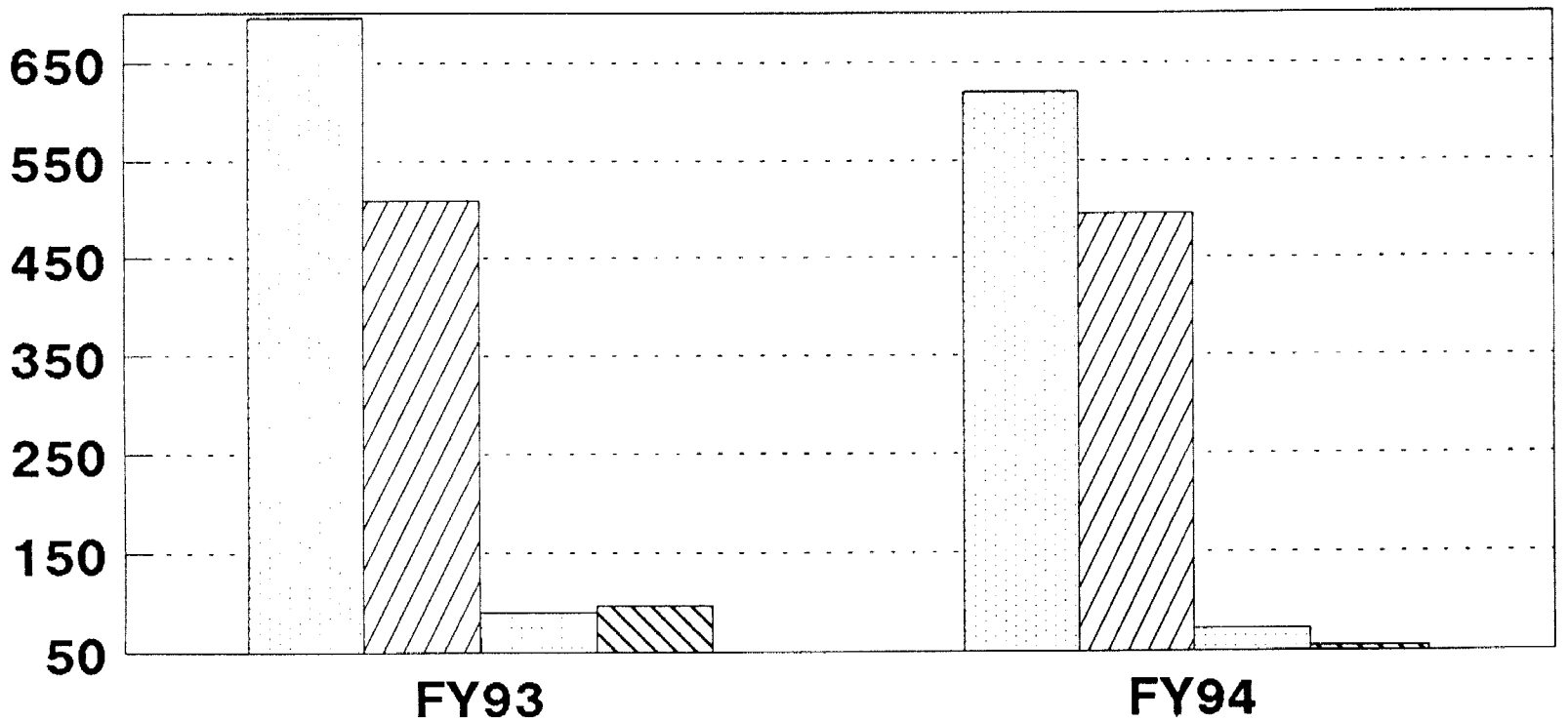
DEFENSE INFORMATION SYSTEMS AGENCY
FY 1994 PRESIDENT'S BUDGET
($ IN MILLIONs)



	FY93	FY94	FY95	FY96	FY97	FY98	FY99
JAN 93 FYDP	696	633	640	659	686	713	739
APR 93 FYDP	696	621	618	629	646	662	679
CHANGE		-12	-22	-30	-40	-51	-60

DEFENSE INFORMATION SYSTEMS AGENCY
APPROPRIATION BREAKOUT
($ IN MILLIONs)

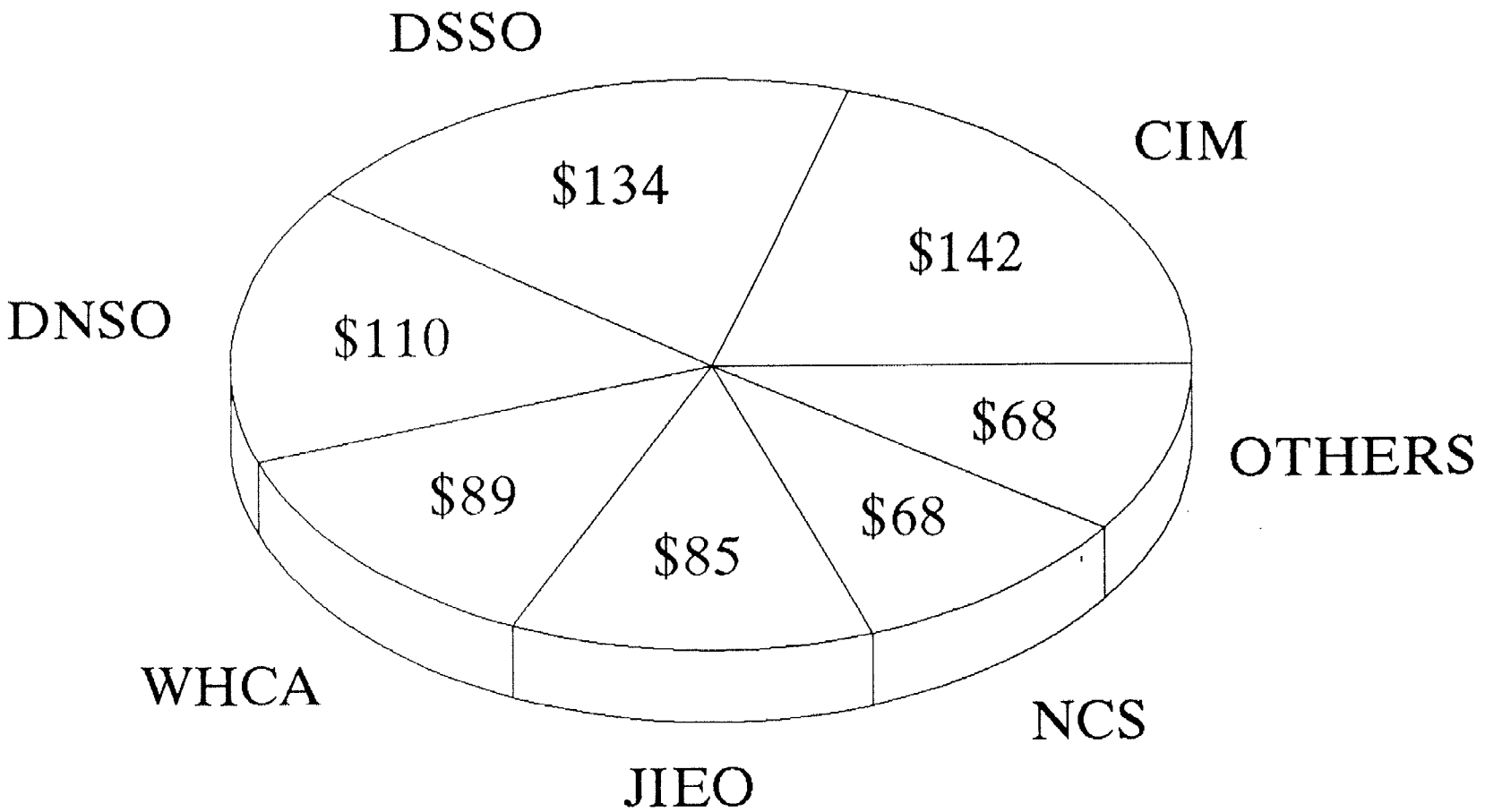
APPROPRIATED FUNDS



	FY93	FY94
TOA	696	621
O&M	509	495
RDT&E	90	72
PROC	97	54

DEFENSE INFORMATION SYSTEMS AGENCY
FY 1994 PRESIDENT'S BUDGET
($ IN MILLIONS)

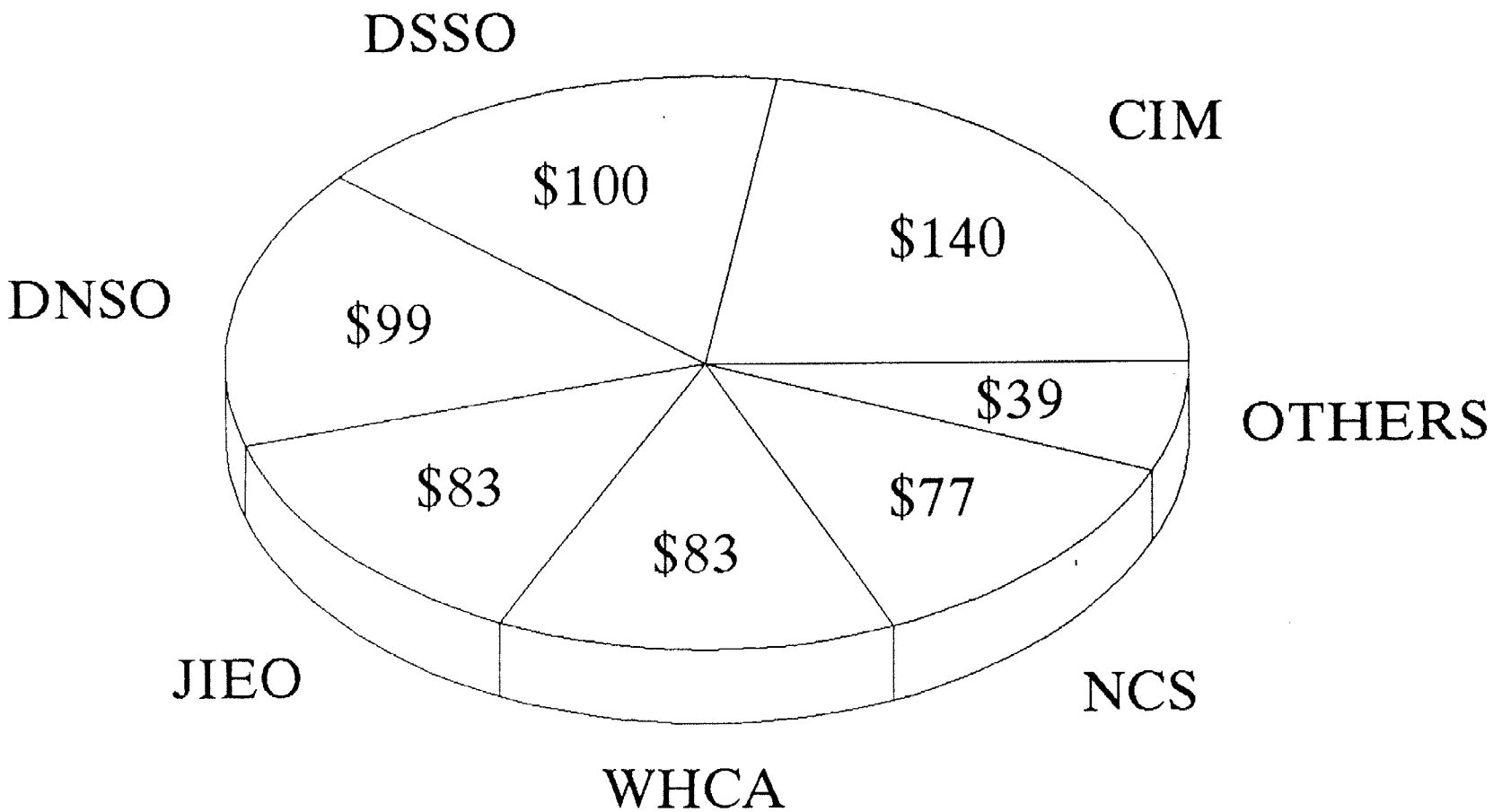
FY 1993 APPROPRIATED FUNDS



TOTAL - $696 MILLION

DEFENSE INFORMATION SYSTEMS AGENCY
FY 1994 PRESIDENT'S BUDGET
($ IN MILLIONS)

FY 1994 APPROPRIATED FUNDS



TOTAL - $621 MILLION

DEPARTMENT OF DEFENSE
DEFENSE INFORMATION SYSTEMS AGENCY
FY 1994 BUDGET ESTIMATES
REPORT ON INFORMATION TECHNOLOGY SYSTEMS

Program Highlights and Major Changes Between Fiscal Years

The Information Technology Summary for the Defense Information Systems Agency (DISA) includes programs for the White House Communications Agency (WHCA), National Communications System (NCS), Chief Information Officer (CIO), Defense Systems Support Organization (DSSO), Defense Network Systems Organization (DNSO), the Joint Interoperability and Engineering Organization (JIEO), Center for Information Management (CIM) and the Defense Business Operations Fund/Communications and Information Services Activity (DBOF/CISA).

The Center for Information Management (CIM) provides technical and program execution support to the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD(C^3I)), functional area managers and Service/Agency executive agents. CIM's authorized end-strength grew to 400 (including 7 military) in FY 1992 and increases to 536 (including 10 military) in FY 1993 and outyears. CIM is tasked to assist in improving the efficiency and effectiveness of the DoD Information Management (IM) program. Specific tasks include expanding the population of the DoD Data Repository, increasing the number of software components in the Defense Software Repository System, providing technical integration support to ensure both functional and cross-functional interoperability and integration, initiating software process assessments of DoD Central Design Activities and updating the DoD Technical Reference Model to facilitate transition to an open systems environment.

WHCA will continue work on a decentralized ADP network. The projects supporting this effort will provide a means to transfer appropriate applications programs from mainframe to microcomputers. This decentralized network project requires the procurement of personal computer network services, software and other peripheral items.

JIEO funding provides for the Joint Interoperability Evaluation System (JIES). JIES will provide a modern tool to verify that existing and future Tactical Data Systems comply with Tactical Digital Information Link (TADIL) A/B/J message standards and will interoperate in joint operations. This system will directly support the CIM Functional Area of Command and Control.

The DSSO provides centralized ADP technical support for the Worldwide Military Command and Control System (WWMCCS); computer operations; analytical and technical ADP support to the Joint Staff (JS), Office of the Secretary of Defense, and the National Command Authority (NCA); ADP technical support to the National Military Command

DEPARTMENT OF DEFENSE
DEFENSE INFORMATION SYSTEMS AGENCY
FY 1994 BUDGET ESTIMATES
REPORT ON INFORMATION TECHNOLOGY SYSTEMS

Program Highlights and Major Changes Between Fiscal Years

System; and program management and execution of the WWMCCS ADP Modernization Program (WAM). WAM will improve the WWMCCS standard ADP hardware and software systems that support the conventional force command and control activities of the NCA, JS, and the Unified and Specified commands. The overall objective of WAM is to improve our nation's ability to formulate a credible, executable, conventional military response to world events that threaten our national interests. Improvements will be achieved by applying modern information systems tools and technology to the tasks of planning, mobilizing and deploying a conventional operation. Requested funding will also provide quality assurance, configuration management and recurring releases of WWMCCS standard applications software in addition to worldwide support of the executive and networking software for WWMCCS ADP and the WWMCCS Intercomputer Network. DSSO's functions also include DISA Information Services and Command Center Engineering. Information Services provide for the design, development, installation, implementation, maintenance and operational support of internal DISA information systems. Command Center Engineering provides systems engineering and management support for National Military Command Center command and control information systems. Activities include development of command center requirements, testing, integration and configuration management, facility design and technical direction.

The CIO is responsible for guiding DISA in applying the principles of Corporate Information Management to internal Agency operations. Their objective is to provide planning, information engineering and management support services required for a robust DISA Information System. The CIO, in collaboration with other DISA activities, is developing an agency-wide definition of information needs and related processes. Using information engineering methodologies, the CIO is conducting a thorough analysis of customer needs and documenting those needs in an integrated "data model" that will serve as the basis for future DISA systems development. The CIO also manages implementation of DISA AIS security policies and procedures.

Executive Order 12472 directs the National Communications System to ensure that the National Security and Emergency Preparedness (NS/EP) telecommunications policy and objectives are fulfilled for the entire spectrum of national emergencies. A major NCS telecommunications initiative is the National Level Telecommunications Program (NLP) which is composed of the Commercial Network Survivability (CNS), Commercial SATCOM Interconnectivity (CSI), and the Governmentwide Emergency Telecommunications Service (GETS) programs. Other NCS funding provides for office automation support including

DEPARTMENT OF DEFENSE
DEFENSE INFORMATION SYSTEMS AGENCY
FY 1994 BUDGET ESTIMATES
REPORT ON INFORMATION TECHNOLOGY SYSTEMS

Program Highlights and Major Changes Between Fiscal Years

electronic mail, spreadsheets, word processing, graphics, etc. During FY 1994, contracts will be awarded for enhanced routing of InterExchange carriers. The NCS will also complete major office automation acquisitions of hardware and software.

The DISA information technology exhibits also include data for the Defense Business Operations Fund/Communications and Information Services Activity (DBOF/CISA). The exhibit includes DBOF/CISA sales to commercial vendors and military services. Offsetting collections are also displayed.

The DNSO provides planning, program management, network engineering, and operations of the following Defense Communications Systems programs: Defense Switched Network (DSN), Defense Data Network (DDN), Automated Data Network (AUTODIN), Defense Message Service (DMS), DSN Integrated Management Support System (DIMSS), Defense Satellite Communications System (DSCS) and the Defense Integrated Management Network (DISN).

Cost Changes Between Fiscal Years (±30%)

Capital Investments:

Purchase of hardware: FY 1994 decrease reflects completed FY 1993 hardware acquisitions required for the Defense Information System Network (DISN) program and reduced communications equipment acquisitions for the White House Communications Agency.

Purchase of software: FY 1993 increases funds purchase of six CASE configurations in support of CIM software engineering efforts.

Site or facility: The FY 1993 and FY 1994 increase is required to provide working space for additional DNSO staff.

Equipment Rental, Space, and Other Operating Costs:

Space: The FY 1994 increase in space reflects Pentagon reservation funding requirements.

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Commercial Services:

Systems analysis, programming, design and engineering: FY 1994 decrease reflects termination of the WWMCCS ADP Modernization (WAM) program.

Studies and other: The FY 1993 increase provides specialized technical support for the development and review of systems services standards, application services standards, information services standards and integrated services standards for information technology; technical support for the management of the Information Processing Standards Council (IPSC) standardization area; and, technical management and administrative support for the DoD standards development/review process including interfacing activities with external standards bodies and forms. The FY 1994 decrease reflects completion of the Information Technology ReUse Service start-up costs.

Management and Validation Process

The majority of the DISA ADP requirements are a result of derivative tasking from OSD and the Joint Staff. This is done either through the technical support requirement process or through direct tasking. Replacement of aging components is predicated on maintenance histories, discontinuance of vendor support and planned need. Capacity studies are routinely made and systems are sized and reconfigured accordingly.

The WAM program was reviewed by the joint Major Automated Information System Review Council (MAISRC)/C^{3}I Systems Committee in February 1991. A Defense Acquisition Board (DAB) program status assessment was held 14 March 1991. These reviews requested an updated baseline and approved continuation of the WAM program with a follow-on DAB to be held in FY 1992 (but not later than second quarter FY 1993) following the first WAM operation test and evaluation. The Joint Staff-chaired JOPES Review Board also reviews the WAM program on a quarterly basis. The Board is chaired by the Joint Staff and includes OSD and MILDEP representatives.

Another management validation process is based on the DSSO's five-year ADP plan. DSSO reviews all proposals for acquisition of ADP resources for compliance with Office of Management and Budget requirements as well as other appropriate regulations and requirements. Operational needs are constantly reviewed by a special committee of DSSO

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customers to assure continued validity of support requirements.

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	FY 1992	FY 1993	FY 1994
1. Capital investments ($000)			
A. Purchase of hardware	45,293	48,982	22,000
B. Purchase of software	3,267	8,356	10,396
C. Site or facility	844	1,169	1,729
Subtotal	49,404	58,507	34,125
2. Personnel			
A. Compensation, benefits & travel ($000)	103,285	127,615	139,305
B. Workyears	1,812	2,038	2,138
Subtotal	103,285	127,615	139,305
3. Equipment rental, space, and other operating costs ($000)			
A. Lease of hardware	0	0	0
B. Lease of software	2,214	2,291	2,386
C. Space	9,533	10,434	12,172
D. Supplies and other	30,921	28,840	28,606
Subtotal	42,668	41,565	43,164
4. Commercial services ($000)			
A. ADPE time	599	0	0
B. Voice communications	700,101	722,069	726,987
C. Data communications	533,064	540,312	536,881
D. Operations and maintenance*	16,541	20,509	20,328
E. Systems analysis, programming, design and engineering	112,896	142,642	122,627
F. Studies and other	6,038	15,129	10,104
G. Significant use of information technology	0	0	0
Subtotal	1,369,239	1,440,661	1,416,927
5. Interagency services ($000)			
A. Payments	30,462	49,130	49,594
B. Offsetting collections (DBOF/CISA)	(1,272,738)	(1,224,820)	(1,262,299)
Subtotal	(1,242,276)	(1,175,690)	(1,212,705)

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	FY 1992	FY 1993	FY 1994
6. Intra-agency services ($000)			
A. Payments	3,175	3,312	2,785
B. Offsetting collections	0	0	0
Subtotal	3,175	3,312	2,785
7. Other services ($000)			
A. Payments	277	675	732
B. Offsetting collections	(1,618)	0	0
Subtotal	(1,341)	675	732
Total Obligations	324,154	496,645	424,333
Total O&M Obligations	265,420	362,429	368,450
Total Procurement Obligations	48,958	56,881	31,469
Total RDT&E Obligations	49,051	40,008	20,859
Total MILCON Obligations	25	727	855
Total DBOF/CISA (See Note)	(39,300)	36,600	2,700
Workyears (O&M)	1,362	1,554	1,654
Workyears (RDT&E)	450	484	484
Workyears (DBOF/CISA)	441	475	475

Note: DBOF/CISA losses are shown as positive numbers (payments (+) exceed collections (−)). Gains are shown as negative numbers (collections (−) exceed payments (+)).

* Hardware Maintenance	13,696	17,408	17,185
* Software Maintenance	2,635	2,835	2,873
* Operations	210	266	270

Interagency Services breakout ($000)

Payments:

Army: Systems design/analysis	3,095	9,553	15,050
Studies/forecasts/consulting services	5,766	3,284	0
Other commercial services	932	0	0
Navy: Studies/forecasts/consulting services	235	1,175	1,475
Other commercial services	372	0	0
AF: Systems design/analysis	847	16,376	7,616
Studies/forecasts/consulting services	909	0	0
Other commercial services	128	0	0

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	FY 1992	FY 1993	FY 1994
GSA: Facility modifications	525	50	0
FEDSIM	200	3,109	2,250
Other commercial services	1,650	0	0
NIST: Systems design/analysis	185	1,854	2,285
DOE: Systems design/analysis	5,260	1,830	3,120
Studies/forecasts/consulting services	800	0	0
DECCO: Telecommunications lease	7,105	7,854	7,977
National Level Shared Funding	2,823	4,448	10,237
Collections:			
National Level Shared Funding	(2,638)	(4,120)	(9,899)
DBOF/Communications and Information Services Activity	(1,270,100)	(1,220,700)	(1,252,400)
Intra-agency Services breakout ($000)			
Payments:			
DLA: Inter-service support agreements	672	759	719
Other commercial services	128	2,150	1,650
DITSO: Other commercial services	2,005	0	0
Collections:			
DLA: Inter-service support agreements	(1,618)	0	0
Other Services ($000)			
Payments:			
GPO: Pubs & reference materials	10	11	3
Library of Congress: FEDLINK	61	64	24
Universities: Commercial Training	206	600	705

DISA REORGANIZATION FACT SHEET

- **THE DEFENSE INFORMATION SYSTEMS AGENCY EVOLVED FROM THE DEFENSE COMMUNICATIONS AGENCY (DCA)**

DISA's predecessor, the Defense Communications Agency was formed to solve a specific problem. In the 1950's the Army, Navy and Air Force communications stations could not communicate with each other without sending their traffic to the Pentagon for a manual transfer.

When DCA was formed in the 1960's the capability was established to allow the Services to communicate with each other directly. As computers were proliferated, DoD faced the same situation all over again, Army, Navy and Air Force computers could not communicate with each other.

With the recent designation of DISA as the central manager of the DII, we're going to do the same thing for computers and communications that we did for telecommunications in the 60's.

- **INTERNAL STRUCTURE OF THE DCA FOLLOWED A STOVEPIPE STRUCTURE THAT EVOLVED PRIMARILY FROM THE WAY ORGANIZATIONS HAD BEEN INCORPORATED INTO THE DCA**

To resolve the problems of communications incompatibilities, the evolving DCA organization incorporated various Service Elements and Defense Agencies. These organizations were normally formed into separate internal DCA organizations and over time the potential for overlap and duplication of functions increased.

- **STOVEPIPE STRUCTURE BECAME DIFFICULT TO MANAGE AND PROVIDED OPPORTUNITIES FOR DUPLICATING FUNCTIONS AND MISSION AREAS**

As a result of how the DCA organization was formed, it did not lend itself to the expanded role DISA was acquiring in IT. Each suborganization within DISA had its own customer base, its users and its patrons. It was not uncommon to have several parts of the organization providing similar services to their respective customer base, sometimes services and products were in conflict with each other and there were internal confusion with tasking.

- **REORGANIZATION IS BEING ACCOMPLISHED THOUGH A SERIES OF STRUCTURES WHICH DECREASE THE OPPORTUNITY TO "BREAK" ANYTHING DURING TRANSITION, AND MAKE THE CHANGES MORE PALATABLE TO EMPLOYEES, MANAGEMENT AND CUSTOMERS**

Within DISA we are keenly aware of the attributes of Total Quality Management and providing good customer service. Under these principles, we have determined that we must tailor our organizational changes in a manner that is clear to our customers

and attainable without placing an undue burden on our employees.

Through an evolutionary approach, the Agency is moving from the current structure towards a functionally oriented organization. The first was begun over two years ago with the consolidation of C3 ADP and communications engineering functions into a single Directorate (ORG)

- **CREATED THE DITSO ORGANIZATION TO MANAGE CDA'S AND DPI'S FOR FINANCIAL COMMUNITY AND AS A PROTOTYPE FOR MAJOR FUTURE CONSOLIDATIONS IN LOGISTICS, MEDICAL, HUMAN RESOURCES. THIS WILL EVOLVE IN THE NEAR TERM TO THE COMPUTER UTILITY.**

The Defense Information Technology Services Organization was established in May 1992 as a fee-for-service utility responsible for providing information processing, software development and related technical support to DoD customers. Initially DITSO's customer base was confined to the Defense Finance and Accounting Agency. DMRD 918 significantly expands DITSO's customer base to include DoD functional areas (e.g, medical, logistics, personnel).

The creation of this utility relieves the functional community of the information technology burden, allowing them to focus on their core missions. Significant benefits to be realized from this approach include reduced costs, standardized DoD-wide business systems, improved customer service, and services/products which are competitive with the best in the private sector.

- **IN THE PROCESS OF FURTHER CONSOLIDATING OUR ENGINEERING AND STANDARDS RESOURCES THROUGH COMBINING CIM AND JIEO**

We are creating an integrated engineering organization which will be poised to provide better integrated services to our customers. These services will cover the full spectrum of a system life cycle from the establishment of the need to full deployment. The combined organization provides engineering support for **business** and **mission** functions to include:

Architecture
Technical integration
System, subsystem engineering
Standards for ADP and Communications
DoD data administration
Software reuse
Information engineering process and tools

- **CREATING A DEPUTY FOR OPERATIONS TO OVERSEE TOTAL IT SYSTEM OPERATIONS AND PROVIDING A SINGLE ENTRY FOR CUSTOMER REQUIREMENTS AND SATISFACTION**

The Deputy Director, Operations and Customer Services, is being established to exercise primary staff responsibility for the operational performance and effectiveness of the DISA and the DII. Also, DDOCRS exercises primary staff responsibility for customer relations and customer service. Customer business units within DISA will serve as the primary point of contact for customers -- key among these are the Principal Staff Assistants (PSAs), DoD Components, and CINCs. However, good customer relations and services will be stressed at every level of the organization and in all daily business.

- **REALIGNING C2 COMPUTING AND ANALYSIS INTO DISA FUNCTIONAL ORGANIZATIONS THROUGH ELIMINATING THE LAST STOVEPIPE ORGANIZATIONAL ELEMENT**

The Defense Systems Support Organization has historically provided quality information services to include software development, information processing, analytical studies, and technical support to elements of the Command & Control community. Primary customers included the Joint Staff, OSD, the WWMCCS community, and internal DISA elements. DSSO designs, develops, acquires, tests, integrates, implements, operates and maintains systems in a secure, interoperable environment to support customer requirements.

- **REALIGNING THE DEFENSE NETWORK SYSTEMS ORGANIZATION (DNSO) AND ITS SUBORDINATE ORGANIZATION; DISA-PAC AND DISA-EUR. A DNSO WILL EVOLVE TO THE COMM UTILITY IN THE NEAR TERM. THE FIELD COMMANDS, DISA-PAC AND DISA-EUR WILL BECOME THE SINGLE FACT TO THE CUSTOMERS IN THEIR RESPECTIVE THEATERS.**

- **PLANNING FOR THE CONSOLIDATION OF COMPUTING AND TELECOMMUNICATIONS OPERATIONS WHICH WILL COMPLETE OUR OBJECTIVE TO BECOME A FULLY FUNCTIONAL ORGANIZATION.**

SUMMARY FACT SHEET
HAC TESTIMONY
April 1993

DMRD 918 IMPLEMENTATION OVERVIEW

SUMMARY

The purpose of this fact sheet is to prepare LTG Short for testimony before the House Appropriations Committee on 27 April 1993.

FACTS/DISCUSSION

- **DEFENSE MANAGEMENT REPORT DECISION 918, "DEFENSE INFORMATION INFRASTRUCTURE," WAS APPROVED BY THE DEPUTY SECRETARY OF DEFENSE ON SEPTEMBER 15, 1992.**

DMRD 918 was initiated to create an end-to-end information transfer capability which is protected, interoperable, and cost effective. It designates the Defense Information Systems Agency (DISA) as the single Central Manager of the DII.

The objective is to (1) revolutionize information exchange, defense-wide, (2) strengthen our ability to apply computing, communications, and information management capabilities effectively to the accomplishment of the Department's mission, and (3) significantly reduce the information technology burdens on operational and functional staffs.

The DISA Director established an internal DISA Transition Team to meet these new requirements. The Team is responsible for (1) the development of required Implementation Plans, and (2) developing the new organization structure for DISA. DISA will inherit new and extended missions as the Central Manager for the DII, and will increase in workforce by five-fold.

- **DISA IS DESIGNATED THE CENTRAL MANAGER OF THE DII. INCLUDED IN THAT MANAGEMENT RESPONSIBILITY ARE THE SEVEN FUNCTIONS PRESCRIBED IN DMRD 918 (CDA/DPI=COMPUTING, ACQUISITION=PM'S AND PROCUREMENT), COMMUNICATION, INFO SECURITY, STANDARDS, ENGINEERING, EDUCATION). HOWEVER, TO DATE, THE RESPONSIBILITY FOR EDUCATION AND TRAINING IS IN ABEYANCE.**

DMRD 918 encompasses a baseline of approximately $12 billion per year in information technology (IT) funding. The concept of operations developed for DMRD 918 was benchmarked against world class companies in the commercial sector. These companies experienced a minimum 30% recurring savings through consolidation, standardization, automation and integration of IT activities as proposed in DMRD 918. Recognizing the unique and highly complex and diversified nature of the DoD, savings in DMRD 918 are greatly reduced and stretched out compared to commercial experience.

DMRD 918 IMPLEMENTATION OVERVIEW

-The ASD(C3I) and OSD Comptroller, by using the DII model, estimated that DMRD 918 gross savings are $8.2 billion and generates its own investment of $3.7 billion, mainly for enhanced IT security and base level communications. Therefore, the estimated net savings are $4.5 billion over the FYDP, which is 5.4% of the total baseline. By FY 99, the baseline is reduced 12%.

-The savings have not yet been spread to the Military Departments and Defense Agencies. During the development of the DMRD 918 Resource Plan, 45,000 people were identified supporting functions that are targeted to realign to DISA.

° **THE DEPUTY SECRETARY OF DEFENSE APPROVED THE RESOURCE PLAN FOR IMPLEMENTATION ON DECEMBER 2, 1992.**

The resource plan will be implemented in two stages which are currently in progress. Stage I includes 3 Phases. The DISA Implementation Status is outlined below:

Stage I - Phase 1 (Dec - 10 Jan)

-Two Teams developed Implementation Plans and Site Survey preparation for Acquisition and CDA/DPI's.
-There has been Component, PSA's and Joint Staff participation.
-Implementation Plans featured Operational Control (OPCON) pending Transfer/Capitalization.
-Informal and formal coordination of Implementation Plans (23 Dec - 8 Jan).
-Final Draft Implementation Plan submitted to ASD(C3I) on 11 Jan 1993. Signed by C3I on 14 Jan 1993.

Stage I - Phase 2 (10 Jan - 15 Apr) **IN PROGRESS**

-Establish additional implementation teams for Communication and Information Security, Standards & Engineering to prepare implementation plans.
-Site Surveys and confirmation of assets to transfer for the functional areas of CDA/DPI, Acquisition and Procurement.
-Negotiate Memorandum of Agreements with the Services.
-Establish OPCON in preparation for Capitalization and Transfer. OPCON agreements have been entered into with the Army, Navy, and Air Force. Pending the administrative procedure required to transfer assets, operational control allows management to take over daily operations. During this period, the Service retains authority over matters of administration and discipline.
-The planning for Stage II is beginning.

Stage I - Phase 3 (15 Apr - 15 Jul) **IN PROGRESS**

-Transfer balance of CDA/DPI and other functions/assets (Communications, INFOSEC/Standards/Engineering).

DMRD 918 IMPLEMENTATION OVERVIEW

-The ability to execute the transfer is in question IAW DMRD 918 as the Services are reneging on their agreement to transfer some of the assets identified in Phase 1.

-The Services are questioning the validity of the DMRD process. Hence, the Odeen Panel.

-DISA is finalizing the Implementation plans for Communications and INFOSEC/Engineering/Standards.

-The site surveys are scheduled to begin in late April or upon approval of Implementation Plans.

-The OPCON of assets prior to transfer are being worked.

-The actual physical transfers are not likely to begin until 1 Oct 93.

-Phase 3 may be postponed depending on the results of the Odeen Panel. However, DISA continues to plan for site surveys for the remaining assets to realign, approximately 5,000 employees.

Stage II **IN PROGRESS**

-Fix what was broken in Stage I.

-Round out transferred mission areas with direct dedicated support functions/assets for both Stage I and II.

-Complete the transfer of functional assets cited for DISA central management.

-The main objectives are (1) to insure that damaged programs transferred to DISA during Stage I are corrected and (2) develop a candidate list for additional functions/assets to transfer.

-The Services and Defense Agencies are not willing to identify any additional resources until DISA provides a clear delineation of the functions that DISA will perform as manager of the DII. They want DISA to provide a conceptual template that outlines DISA's and the Services roles and responsibilities.

-The Transition Team has developed a new strategy to work with the Services and Defense Agencies. DISA will provide a general functional area briefing. The Services will forward questions to the Transition Team and we will schedule a meeting within a week to address those issues. Additionally, a more detailed framework, defining DISA's roles and responsibilities and that of the Services and Defense Agencies will be discussed. After that process the Services have agreed to provide a candidate list that we will collectively review at the next meeting.

• **THE DISA IS WORKING CLOSELY WITH THE SERVICES AND AGENCIES TO INSURE A SMOOTH AND EFFECTIVE TRANSITION TO THIS NEW PARADIGM.**

-DMRD 918 Concept and Objectives are sound.

-The function/asset identification and transfer process is limited and incomplete. There are partial transfers in Stage I and planning disagreements in Stage II.

-DMRD 918 Savings projections and schedules require evaluation by ASD(C3I).

-The scope and extent of implementation needs to be confirmed and enforced by OSD.

DMRD 918 IMPLEMENTATION OVERVIEW

RECCOMMENDATION

This is a fact sheet on DMRD 918 Implementation Overview to be used for information only.

Prepared by: Antonia Ikirt
DMRD 918 Transition Team
X24164
20 April 1993

UNCLASSIFIED

SUMMARY FACT SHEET
DISA HOUSE APPROPRIATIONS COMMITTEE TESTIMONY
22 APRIL 1993

DMRD 918 IMPLEMENTATION (Communications)

SUMMARY

DMRD 918 actions approved by ASD(C3I) called for the transfer of a total of 1810 persons from the Services and the Defense Logistics Agency in the area of communications. The Defense Network Systems Organization (DNSO) was tasked by DISA to prepare the implementation plan for the transfer of these resources, and to support the actual transfer once the Implementation Plan for Communications (which is Appendix C of the DISA Implementation Plan) has been approved. Appendix C includes site specific Transition Plans for all elements being transferred. A draft has been circulated throughout DoD for comment, and a final version is being prepared for transmittal to ASD(C3I). The number of persons to be transferred has shrunk by approximately 10%, largely because some sites scheduled for transfer are in fact closing in 1993.

FACTS/DISCUSSION

1. The Communications Transition Team, augmented by representatives from the Services, DLA, and the Joint Staff, has met several times to develop the Implementation Plan and the site specific Transition Plans.

2. A number of Site Survey Teams, comprising representatives from DISA, the military departments, and the transferring activities, have been organized. A tentative site visit schedule has been prepared, but no visits will take place before approval of Appendix C by ASD(C3I).

3. Plans for training the Site Survey Teams have been completed, and training of the CONUS teams is scheduled for 12-14 May 1993. Training in theater will not take place before approval by ASD(C3I).

RECOMMENDATION

None. For information purposes only.

Prepared by: Bruce Barrow, Deputy Chief
Communications Transition Team
746-7262
20 April 93

UNCLASSIFIED

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DISA DMRD 918 PROCUREMENT IMPLEMENTATION

The DMRD 918 assigned to DISA the responsibility of being the procurement agent for all Defense Information Infrastructure (DII) requirements. To that end, the Services transferred the following procurement resources under Stage I for DISA's expanded procurement role:

Air Force	114
Army	132
Navy	125
DLA	55
Total	426

Resources were identified for transfer from the Service/DLA through an inconsistent approach. The Army and Navy identified resources which procure DII requirements in excess of $10 million. The Air Force identified resources primarily supporting commodity procurements such as Desktop IV and some supporting base levels communication procurements. With the exception of DLA, none of the organizations transferred the complete population of their resources supporting procurements for the DII.

In addition, the Services did not transfer matrix support resources supporting those transferring to DISA. This has created a paradox. For example, while the Air Force did not identify legal resources for transfer commensurate with those presently supporting transferring procurement rescues, they, on the other hand, are criticizing us for being unprepared to handle the potential legal workload once their procurement resources become ours.

The procurement team in conjunction with Service representatives developed a Master Memorandum of Agreement (MMOA) which defines the terms and conditions for the transfer of procurement assets into DISA. Many of the continual questions posed by the Services are answered in this document. The draft MMOA has been completed since the end of February.

DISA completed site surveys on 31 March 93 for Service/DLA sites which are transferring procurement resources. Data is now being analyzed which will provide the foundation for the creation of the organizational and operational DISA procurement organization of the future.

Two joint DISA/Service/DLA process actions teams have been established to do the following:

1) Select the "Best of Breed" of the various Service/DLA policies and procedures to create a DISA Federal Acquisition Regulation (FAR) Supplement.

A joint DISA/Service/DLA team met on 20 April to combine the best procurement policies and procedures into a DISA FAR Supplement. While this will put the DoD community on notice as to the official DISA procurement policies and procedures, it basically just augments existing procurement policies and procedures which DISA uses for its telecommunications procurement activities. In fact, the Services do not realize the scope and success of DISA's present procurement organization. Otherwise, naive questions, such as those about having a Competition Advocate in place, would not occur.

This team will have a draft DISA FAR Supplement by 30 Jun 93. Target to have a final coordinated DISA FAR Supplement is 30 Sep 93.

2) Develop the organizational and operational structure of the future

A joint DISA/Service/DLA team will meet on 12-14 May to analyze data collected during the site surveys in order to design DISA's procurement structure and processes of the future.
This team will develop recommendations for Mr. Groh by the middle of June.

The DISA procurement organization has developed a "Master Plan" containing all the steps with milestones necessary for the capitalization of Service/DLA procurement assets. The Services will be briefed on this plan. The plan includes details on the transfer of the "Head of Contracting Activities (HCAs), the transfer of the General Services Administration (GSA) Delegation of Procurement Authority (DPAs) and other technical transfer steps which the Services claim that DISA is overlooking.

The challenge for DISA in procurement is to get the assets we need to do the job. We have demonstrated that we can do the procurement mission for billions of dollars of telecommunications requirements. The procurement processes will not change remarkably to make the procurement of FIP requirements for all DoD a significant difference. We are primarily talking magnitude. The Services need to offer the appropriate level of assets to support DISA's expanded DMRD 918 procurement mission.

SUMMARY FACT SHEET
HAC TESTIMONY
APRIL 1993

DMRD 918 IMPLEMENTATION

SUMMARY

The DISA Acquisition Organization (DISAMO) is being stood up to provide program management of all DISA programs and to oversee the implementation of the Defense Acquisition Workforce Improvement Act. Steve Schanzer has been appointed the DISA Acquisition Executive.

FACTS/DISCUSSION

- The DMRD 918 Implementation Plan transferred several major programs to DISA (SBIS, ISM, JCALS, EDMICS) and a number of smaller efforts. Combined with existing DISA programs such as DISN, it was decided to create a separate organization to provide program management and oversight.

-- Traditionally programs were managed throughout the agency.

- Steve Schanzer, the acting Director of the Defense Systems Support Organization, was selected to head this activity. Designated the DISA Acquisition Executive, he began to stand up an organization in January 1993.

- As currently constituted, all PMs will report directly to the AE, however as the DMRD 918 assets are capitalized, it is anticipated that a PEO structure will be created as an intermediate level of management. (Complies with Goldwater/Nichols)

-- PEOs will be organized functionally to obtain the maximum integration across the programs they manage and to avoid redundancy. PMs provide maximum integration across their individual programs. AE staff will integrate across PEOs. Goal is to reduce duplication of effort, consolidate acquisitions, save time/money.

- Responsiveness to the customer (OSD, Services, other Agencies) will be insured.

-- Requirements definition is a customer responsibility. DISAMO will be provided a validated requirement.

-- Customers will participate in the program as members of configuration control boards, as participants in prototyping efforts, as participants in program reviews, and as members in the DISA Systems Review Council (DISASRC). Quarterly status reviews across all DISAMO programs will be available for senior OSD/Service/Agency participation.

- Status

-- DISAMO is in the process of standing up. Some personnel have been assigned but less than 10% of the eventual headquarters staff are in place.

--- When 918 assets are capitalized, some of them will be used to staff the organization.

-- Contractor support is available and they are developing guidelines for how DISAMO PMs will report program status and manage program interdependencies; how the DISA Acquisition Corps will be managed; and the policies needed for DISA to effectively manage its programs.

-- Only the Navy has transferred operational control of a program to DISA: EDMICS, Engineering Data Management Information and Control System.

-- Other services are reticent to transfer program management pending resolution of legal concerns as well as concern about DISA management structure.

--- AF Programs: Base Information Data Distribution System (BIDDS), Red Switch Program, ULANA II (LAN resolicitation).

--- Army Programs: ISMA, SBIS, ISM and JCALS.

--- There are multiple other programs which were "buried in the CDAs transferred to DITSO. After program management responsibility is transferred to DISA, management for these activities will be consolidated in DISAMO.

-- Internal DISA programs are also being transferred to DISAMO.

--- DISN and DMS

--- WWMCCS ADP PMO is also in DISAMO.

--- GCCS will be when constituted. Prototyping effort currently in progress.

RECOMMENDATION

- None. Provided for information only.

Prepared by: Colonel Lou Casamayou
Principal Dep Director
x26008
21 April 1993

SUMMARY FACT SHEET
DISA HAC TESTIMONY
APRIL 1993

DITSO DMRD 918 IMPLEMENTATION

SUMMARY

This fact sheet addressees the current status of DMRD 918 Stage I, Phases 2 and 3.

FACTS/DISCUSSION

Phase 2 site survey visits were conducted during the period 19 Jan - 15 Mar 93. A total of 88 activities were involved with a number of IPAs and CDAs co-located. Although not actually visited, some of the 88 activities included a small number of satellite facilities. Of the 88 sites 69 are under operational control (OPCON) of DISA/DITSO. The number of civilians OPCONed is 9,991 authorized, 10,401 assigned. The number of military OPCONed is 2,029 authorized, 1,669 assigned. The total equals 12,020 authorized with 12,070 assigned.

Phase 2 key issues: Eleven (11) Navy sites not brought under OPCON due to Section 9047 dispute. The particulars related to Section 9047 are addressed in a separate FACT SHEET. In addition, there is disagreement concerning 8 medical sites which is expected to be addressed by ASD C3I in Stage II.

Phase 3 site specific implementation plans are currently being developed for an additional 198 sites. The plans are being prepared by a joint team of personnel from DISA and the DOD components. This effort is on schedule with shipment of the implementation plans to the DISA Implementation Transition Team expected on 23 Apr 93. As in Phase 2, OPCON is expected to take place during site survey visits. These visits are planned for completion by 15 Jul 93.

There are numerous Phase 3 issues being worked with the DOD components. None are show stoppers that would impede the preparation process of the site specific implementation plans. Many of these issues will be further addressed during the site survey visits. Once all the Phase 3 site implementations plans are completed a detailed list of issues/disconnects will be thoroughly documented. Within Phase 3 we estimate approximately 1100 civilians and 350 military personnel to come under OPCON of DITSO/DITSO.

RECOMMENDATION

DITSO continue with the Phase 3 implementation schedule until such time that any redirection guidance is provided by OSD.

Prepared by: Joe Insinga
Deputy Director
Operations
DSN 926-7893
22 April 1993

(Unclassified)

SUMMARY FACT SHEET
HAC TESTIMONY
27 APRIL 1993

SUBJECT
SECTION 9047 OF THE FY93 DOD APPROPRIATIONS ACT

SUMMARY

Representative Bob Livingston (R, LA), a member of the House Appropriations Committee, sponsored restrictive language in the FY91, FY92 and FY93 Department of Defense Appropriations Acts which prevented the Navy from executing its Defense Management Report Decision (DMRD) 924 data center consolidation plans. Reapportionment in Louisiana has moved the Navy's New Orleans data centers outside Rep. Livingston's district, and the Congressman has been quoted in the hometown press as supporting BRAC 93 because it will result in a net increase in military presence for both the city of New Orleans and the state of Louisiana. Nevertheless, due to Rep. Livingston's previous interest in the well being of military and civilian personnel at New Orleans data centers, it would be prudent to be prepared for some sharp questions from the HAC on DISA's DoD Data Center Consolidation Plan.

FACTS/DISCUSSION

In May 1990, the Department of the Navy (DON) submitted its first Information Technology Facility (ITF) Consolidation Plan to DoD. The plan called for consolidating 48 data centers into 11 geographically-dispersed consolidated data processing installations with net savings totaling $345.6 million over the period FY91 through FY97. Two New Orleans sites, the Naval Computer and Telecommunications Station (NCTS New Orleans), and the Enlisted Personnel Management Center (EPMAC) were scheduled for closure in the plan. DMRD 924, released in November 1990, approved the Navy plan with minor changes which resulted in a revised savings estimate of $438.1 million for FY91 through FY97. In April 1992, OSD mandated net savings of $504.1 million based on an investment of $183.6 million for the period FY91 through FY97.

Section 8053 of the FY91 DoD Appropriations Act and Section 8049 of the FY92 DoD Appropriations Act, both sponsored by Rep. Livingston, prohibited DoD and Navy from expending any funds to implement ITF consolidation plans affecting NCTS New Orleans, EPMAC or "related missions, functions and commands" until 60 days after submitting a report, with review comments by the General Accounting Office (GAO), to the House and Senate Committees on Appropriations. Sections 8053 and 8049 required that the report address the Navy's needs for information technology support and certify that the proposed consolidation plan:

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- will not duplicate any function presently conducted;
- will be cost effective from a budgetary standpoint;
- will not adversely affect the mission, readiness and strategic considerations of the Navy and Naval Reserve;
- will not adversely impact on the quality of life and economic benefits of individual service personnel; and
- will not have an adverse economic impact on a geographic area.

In December 1991, the Under Secretary of the Navy tasked the Naval Information Systems Management Center (NISMC), commanded by RADM Robert Moore, to develop a revised Navy ITF consolidation plan consistent with the FY91 and FY92 DoD Appropriations Acts. The Revised DON ITF Consolidation Plan, prepared by the Naval Supply Systems Command under the direction of Mr. David Everett, was completed on 1 June 1992. The revised plan called for consolidating 65 data centers into eight consolidated data processing installations with a net savings of $547.7 million over the period FY91 through FY97. While still calling for the closure of NCTS New Orleans and EPMAC, the revised plan addressed all the issues identified in Sections 8053 and 8049 of the FY91 and FY92 DoD Appropriations Acts. The completed plan was submitted to GAO for review on 24 July 1992.

In December 1992, GAO published their comments on the Revised DON ITF Consolidation Plan. GAO found that "The Navy's June 1992 consolidation plan adequately considers the Navy's needs for information technology and each of the requirements in the fiscal year 1992 act." In regard to the specific requirements of Section 8049 of the FY92 Appropriations Act, GAO made the following comments:

- Plan Limits Duplication. The Navy's plan defines how functional capability and responsibility can be consolidated to achieve efficiency through reduced overhead and the transfer of mainframe computer workload onto fewer, more modern computer systems. The plan does not explicitly address functional duplications, but planned capacity at each consolidated ITF is sized to meet historical levels of supply and demand. In some locations computer equipment retained in the local service offices could be used to duplicate a small fraction of functional capability at a consolidated ITF, and some excess capacity will exist at the consolidated ITFs for contingency backup and disaster recovery purposes. In either instance the duplicate capability seems a prudent approach to assuring responsiveness.

- Plan Focuses on Cost-Effectiveness in Selection of Consolidated Sites. Cost-effectiveness was a predominant criterion the Navy used in selecting the consolidated site configuration around which it developed its plan. Although the Navy focused on

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cost-effectiveness, it appropriately balanced that factor with other factors such as the national capital area downsizing initiative, which seeks to reduce support staffs in the Washington, D.C. metropolitan area when economically feasible.

- Planned Consolidation Will Enhance Mission Effectiveness. The Navy expects the plan to result in heightened mission effectiveness. Improved levels of automation and increased availability of production support tools afforded by larger, more modern mainframe platforms are intended to increase the quality of support and, in turn, mission effectiveness.

- Plan Will Not Result in Adverse Impact on Military Personnel. Although the consolidation of ITF facilities will result in the elimination of 153 positions currently occupied by military service members -- 9 in New Orleans -- we believe that there will be no adverse impact on service members' quality of life or economic benefits because the Navy does not expect to transfer any of these people until their current tours of duty expire. This should permit these people to avoid the costs or quality-of-life hardships that can result from an accelerated permanent change of station.

- Impact of Consolidation on Geographic Areas Is Minimal. For the most part, the reductions in personnel and the involuntary separation of government employees will occur in or near metropolitan areas where the relatively small number of positions involved will have an imperceptible impact on the economy. Even in areas with smaller populations, any impact is unlikely to be significantly adverse. In New Orleans, a metropolitan area with a population of about 1.2 million people, the net reduction is estimated to be 45 positions.

GAO also noted that neither their review nor the Navy's revised plan addressed establishment of a megacenter in New Orleans, a new requirement of Section 9047 of the FY93 DoD Appropriations Act. Section 9047 continued the prohibition on expenditures for consolidation in New Orleans, and added restrictive language prohibiting consolidation of any NCTS covered by another defense management report decision. The Act also directed, as part of DMRD 918, consideration be given to establishment of a megacenter in New Orleans. On 23 October 1992, the DoD General Counsel, Mr. David Addington, signed a legal opinion stating that implementation of consolidation plans can continue "to the extent that they do not affect the Naval Computer and Telecommunications Stations, the Enlisted Personnel Management Center, and the Naval Reserve Personnel Center and related missions, functions and commands."

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On 1 March 1993, Mr. Philip Hitch, DoD Deputy General Counsel provided guidance on the applicability of section 9047 of the FY93 DoD Appropriations Act to the assumption of operational control by DISA of NCTS New Orleans and EPMAC. Citing the DISA Acquisition Implementation Plan for DMRD 918, Mr Hitch stated that site visits to assume continuity of services and assumption of operations control are actions taken to implement DMRD 918. These actions are prohibited by Section 9047 until sixty legislative days after the report required by Section 9047 is submitted to Congress. Mr. Hitch went on to say that NCTS sites already under DISA operational control should be returned to the Navy. There are currently three NCTS sites under DISA operational control: NARDAC San Francisco, NCTS Pearl Harbor, and NCTS Washington. Site visits to other NCTS and New Orleans sites have been cancelled pending a determination by ASD(C3I) on what action should be taken.

RECOMMENDATION

The following questions and answers provide recommended responses to questions from the HAC in regard to Section 9047.

1. Why was the recent consolidation of data centers study conducted and included in the 1993 BRAC report?

ANSWER: It is generally accepted in both the public and private sector that data center consolidations can provide significant savings in terms of reducing personnel, maintenance, licensing fees, facilities, and other costs. Frankly, its simply a matter of economies of scale -- it costs less to operate fewer large, efficient data center than many small or medium less efficient ones.

The major reason for including data center consolidations in the BRAC process was to avoid the difficulties experienced by the Navy when they proposed similar consolidations under DMRD 924. Specifically, the Navy plan was delayed and never implemented because of restrictive legislative language during the current and two prior fiscal years -- despite the potential for hundreds of million of dollars in savings.

Protecting reasonable base closure and realignment actions from restrictive legislation lies at the heart of the BRAC philosophy. If the DoD Data Center Consolidation Plan is not afforded this protection, it appears unlikely that the plan can be executed If the plan is not executed, net savings of nearly $600 million for FY93 to FY99 and recurring annual savings of $288 million will not be achieved

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2. Was the quality of the work at New Orleans sites taken into consideration in developing the BRAC recommendation?

ANSWER: Fifteen criteria were used in deciding which data centers to close and which ones to retain. These criteria were objective, developed by consensus of a joint Service/Agency task group, and included the following:

Facilities -- total space, conditioned space, convertible space, contiguous space, air conditioning, chilled water, electrical power, and building condition.

Security -- back-up power, communications diversity, probability of natural disasters and security perimeters.

Operations -- proximity of fiber optic hubs, communications bandwidth, and regional operations cost.

Experts conducted site visits to validate the data used to rank the sites. Sensitivity analyses show that changing the weights applied to the criteria leads to the same results for fourteen of the fifteen selected megacenters.

Consistent with Section 9047 of the FY93 DoD Appropriations Act, NCTS New Orleans and EPMAC were considered as megacenters candidates. They were treated as a single data center for purposes of analysis since the two separate commands are collocated in the same building.

Quality of work was not one of the criteria for the selection of megacenters. The selection criteria emphasized facilities and capacity in accordance with the BRAC legislation. All criteria used were objective and measurable. Quality of work is inherently subjective and hard to measure

3. Was an economic impact study done for New Orleans?

ANSWER: No, an economic impact study was not conducted for New Orleans sites for two reasons. First, none of the individual closure actions, in and of themselves, break the threshold for mandatory inclusion in the BRAC process. Thus, by BRAC standards the economic impact is insignificant. Second, in analyzing the Navy's Revised ITF Consolidation Plan, GAO determined that the impact of data center consolidation in or near a metropolitan area will have an imperceptible impact on the local economy. New Orleans, for example, has a total population of approximately 1.2 million. The Navy plan called for

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eliminating 45 positions, or 0.004 percent of the total population. While the DoD Data Center Consolidation Plan included in the BRAC recommendations calls for eliminating 79 positions (or .007 percent) in New Orleans, we believe the GAO finding remains applicable.

4. What will happen to the New Orleans employees?

ANSWER: It would be premature and imprudent to say what will happen to each and every New Orleans employee. However, it can be said that DISA is going to great lengths to plan ways to assist all affected employees through reassignments, retraining and other efforts that will enable them to be competitive in seeking alternative positions with the Agency, the Department, or the private sector. For example, the Director of the Defense Information Technology Services Organization (DITSO) has earmarked 7 percent of the DITSO budget for training to update employee technical skills.

(Unclassified)

DII SITE AND MANPOWER MATRIX

For the Honorable Julian C. Dixon, Representative from California

California Department of Defense data processing sites to be capitalized by the Defense Information Technology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
NAVHOSP	San Diego	CA	IPA	10	
Def Contract Mgt Dist (DCMDW)	Los Angeles	CA	IPA	14	
McClellan AFB - ALC	Sacramento	CA	IPA	225	0
Fleet and Industrial Supply Center	San Diego	CA	IPA	107	0
Naval Supply Center	Oakland	CA	IPA	71	1
McClellan AFB (see IPA for details)	Sacramento	CA	CDA		
Def Dist Region West	Stockton	CA	IPA	127	0
NARDAC Lemoore	Lemoore	CA	IPA	16	1
Navy Regional Data Auto Ctr	Alameda	CA	IPA	107	14
NCTS	San Diego	CA	IPA	146	
CALIFORNIA SUB-TOTAL				823	16

DII SITE AND MANPOWER MATRIX

For the Honorable C. W. (Bill) Young, Representative from Florida

Florida Department of Defense data processing sites to be capitalized by the Defense Information Technology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
NCTS (SBC MULTIFUNCTIONAL IPA)	Pensacola	FL	IPA	238	7
NCTS	Jacksonville	FL	CDA	136	
NCTS	Jacksonville	FL	IPA	104	4
NCTS - Orlando	Orlando	FL	IPA	10	
DITSO PENSACOLA	Pensacola	FL	CDA	169	1
FLORIDA TOTAL				657	12

DII SITE AND MANPOWER MATRIX

For the Honorable George (Buddy) Darden, Representative from Georgia

Georgia Department of Defense data processing sites to be capitalized by the Defense Information Techonology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
ISSC SDC Atlanta	Atlanta	GA	CDA	18	4
GEORGIA TOTAL				18	4

DII SITE AND MANPOWER MATRIX

For the Honorable Peter Visclosky, Representative from Indiana

Indiana Department of Defense data processing sites to be capitalized by the Defense Information Technology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
DITSO Indianapolis	Indianapolis	IN	IPA/CDA	508	5
INDIANA TOTAL				508	5

DII SITE AND MANPOWER MATRIX

For the Honorable Robert L. Livingston, Representative from Louisiana

Louisiana Department of Defense data processing sites to be capitalized by the Defense Information Technology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
NCTS	New Orleans	LA	IPA	74	1
Naval Reserve Pers Ctr	New Orleans	LA	CDA	63	9
Enlisted Pers Mgmt Ctr	New Orleans	LA	IPA	13	20
LOUISIANA SUB-TOTAL					

DII SITE AND MANPOWER MATRIX

For the Honorable Joseph M. McDade, Representative from Pennsylvania

Pennsylvania Department of Defense data processing sites to be capitalized by the Defense Information Technology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
Def Dist Region East	New Cumberland	PA	IPA	114	0
Navy Ships Parts Control Center	Mechanicsburg	PA	IPA	175	0
USAMC Sys Integ & Mgmt Act, East	Chambersburg	PA	CDA	240	0
Navy Fleet Material Support Office	Mechanicsburg	PA	CDA	992	21
Def Ind Supply Ctr	Philadelphia	PA	IPA	129	
IPC Philadelphia	Philadelphia	PA	IPA	188	1
Def Contract Mgt Dist, Mid-Atlantic	Philadelphia	PA	IPA	15	
Naval Aviation Supply Office	Philadelphia	PA	IPA	137	0
AIPC Chambersburg	Chambersburg	PA	IPA	145	8
PENNSYLVANIA SUB-TOTAL				2135	30

DII SITE AND MANPOWER MATRIX

For the Honorable Charles Wilson, Representative from Texas

Texas Department of Defense data processing sites to be capitalized by the Defense Information Technology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
Wilford Hall Med Ctr - Lackland AFB	San Antonio	TX	IPA	54	9
Health Care Sys Sup Activity	San Antonio	TX	IPA	29	
Health Care Sys Spt Agency	San Antonio	TX	CDA	108	1
Robins AFB	Warner-Robins	TX	CDA	10	
Kelly AFB - ALC	San Antonio	TX	IPA	304	24
Robins AFB - ALC	Warner-Robins	TX	IPA	203	4
Kelly AFB (SEE IPA)	San Antonio	TX	CDA		
San Antonio - CPSC	San Antonio	TX	IPA	18	24
NCTS - Corpus Christi	Corpus Christi	TX	IPA	14	
Medical Information Center - AFMSA	San Antonio	TX	CDA	2	2
Randolph AFB - MPC	San Antonio	TX	IPA	42	77
Randolph AFB-MPC (SBC PERSONNEL)	San Antonio	TX	CDA	133	160
TEXAS SUB-TOTAL				917	301

DII SITE AND MANPOWER MATRIX

For the Honorable Norman D. Dicks, Representative from Washington

Washington Department of Defense data processing sites to be capitalized by the Defense Information Technology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
Naval Supply Center, Puget Sound	Puget Sound	WA	IPA	79	0
WASHINGTON SUB-TOTAL				79	0
TOTAL				15201.5	2033

DII SITE AND MANPOWER MATRIX

For the Honorable John P. Murtha, Representative from Pennsylvania

Pennsylvania Department of Defense data processing sites to be capitalized by the Defense Information Technology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
Def Dist Region East	New Cumberland	PA	IPA	114	0
Navy Ships Parts Control Center	Mechanicsburg	PA	IPA	175	0
USAMC Sys Integ & Mgmt Act, East	Chambersburg	PA	CDA	240	0
Navy Fleet Material Support Office	Mechanicsburg	PA	CDA	992	21
Def Ind Supply Ctr	Philadelphia	PA	IPA	129	
IPC Philadelphia	Philadelphia	PA	IPA	188	1
Def Contract Mgt Dist, Mid-Atlantic	Philadelphia	PA	IPA	15	
Naval Aviation Supply Office	Philadelphia	PA	IPA	137	0
AIPC Chambersburg	Chambersburg	PA	IPA	145	8
PENNSYLVANIA SUB-TOTAL				2135	30

DII SITE AND MANPOWER MATRIX

For the Honorable Jerry Lewis, Representative from California

California Department of Defense data processing sites to be capitalized by the Defense Information Technology Services Organization:

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
NAVHOSP	San Diego	CA	IPA	10	
Def Contract Mgt Dist (DCMDW)	Los Angeles	CA	IPA	14	
McClellan AFB - ALC	Sacramento	CA	IPA	225	0
Fleet and Industrial Supply Center	San Diego	CA	IPA	107	0
Naval Supply Center	Oakland	CA	IPA	71	1
McClellan AFB (see IPA for details)	Sacramento	CA	CDA		
Def Dist Region West	Stockton	CA	IPA	127	0
NARDAC Lemoore	Lemoore	CA	IPA	16	1
Navy Regional Data Auto Ctr	Alameda	CA	IPA	107	14
NCTS	San Diego	CA	IPA	146	
CALIFORNIA SUB-TOTAL				823	16

DII SITE AND MANPOWER MATRIX

SITE	CITY	ST	DPI / CDA	CIVILIAN PERSONNEL ASSIGNED	MILITARY PERSONNEL ASSIGNED
AIPC Huntsville	Huntsville	AL	IPA	161	10
Gunter - Shows all personnel in IPA	Montgomery	AL	IPA	441	626
Gunter - RPC	Montgomery	AL	CDA		
ALABAMA SUB-TOTAL				602	635
ISSC SDC Sierra Vista	Sierra Vista	AZ	CDA	81	57
ARIZONA SUB-TOTAL				81	57
NAVHOSP	San Diego	CA	IPA	10	
Def Contract Mgt Dist (DCMDW)	Los Angeles	CA	IPA	14	
McClellan AFB - ALC	Sacramento	CA	IPA	225	0
Fleet and Industrial Supply Center	San Diego	CA	IPA	107	0
Naval Supply Center	Oakland	CA	IPA	71	1
McClellan AFB (see IPA for details)	Sacramento	CA	CDA		
Def Dist Region West	Stockton	CA	IPA	127	0
NARDAC Lemoore	Lemoore	CA	IPA	16	1
Navy Regional Data Auto Ctr	Alameda	CA	IPA	107	14
NCTS	San Diego	CA	IPA	146	
CALIFORNIA SUB-TOTAL				823	16
DITSO DENVER	DENVER	CO	IPA/CDA	444	29
DITSO HQ	DENVER	CO	HQ	81	5
COLORADO TOTAL				525	34
Walter Reed Army Medical Ctr	Washington	DC	IPA	17	7
NCTS (Incl in IPA)	Washington	DC	CDA		
Pentagon	Washington	DC	CDA	96	40
ISSC (SBC MULTIFUNC CDA)	Washington	DC	CDA	260	46
Pentagon - 7CG	Washington	DC	IPA	158	115
NCTC	Washington	DC	HQS	25	0
NCTS	Washington	DC	IPA	767	34
Naval Mil Pers Cmd (incl SDS)	Washington	DC	CDA	96	83
Naval Mil Pers Cmd	Washington	DC	IPA	25	43
Navy Recruiting Command	Washington	DC	IPA	7	2
WASHINGTON D.C. SUB-TOTAL				1449	370
NCTS (SBC MULTIFUNCTIONAL IPA)	Pensacola	FL	IPA	238	7
NCTS	Jacksonville	FL	CDA	136	
NCTS	Jacksonville	FL	IPA	104	4
NCTS - Orlando	Orlando	FL	IPA	10	
DITSO Pensacola	Pensacola	FL	CDA	169	1
FLORIDA SUB-TOTAL				657	12
ISSC SDC Atlanta	Atlanta	GA	CDA	18	4
GEORGIA SUB-TOTAL				18	4

DII SITE AND MANPOWER MATRIX

SITE	CITY	ST	DPI / CDA	ASSG	ASSG
Naval Supply Systems Comm - Guam	Guam	GU	HQS	46	12
GUAM SUB-TOTAL				46	12
Naval Supply Center	Pearl Harbor	HI	IPA	53	0
Naval Computer and Telecomm AMS	Pearl Harbor	HI	IPA	22	0
HAWAII SUB-TOTAL				75	0
DITSO Indianapolis	Indianapolis	IN	IPA/CDA	508	5
INDIANA SUB-TOTAL				508	5
Def Contract Mgt Dist, North Cent	Chicago	IL	IPA	18	0
NCTS Great Lakes	Great Lakes	IL		25	
AIPC Rock Island	Rock Island	IL	IPA	189	15
ILLINOIS SUB-TOTAL				232	15
Naval Supply Systems Comm - Yokosu	Yokosuka	JA	HQS	87	7
JAPAN SUB-TOTAL				87	7
NCTS	New Orleans	LA	IPA	74	1
Naval Reserve Pers Ctr	New Orleans	LA	CDA	63	9
Enlisted Pers Mgmt Ctr	New Orleans	LA	IPA	13	20
LOUISIANA SUB-TOTAL					
Def Contract Mgt Dist, Northeast	Boston	MA	IPA	19	
MASSACHUSETTS SUB-TOTAL				19	0
Nav Med Infor Mgmt Ctr	Bethesda	MD	IPA	13	
Ft. Detrick DOIM	Ft. Detrick	MD	IPA	34	15
NAVSEA Auto Data Sys Act	Indian Head	MD	CDA	52	0
~~7th Signal Cmd (Multifunctional IPA H~~	~~FT Richie~~	~~MD~~		~~189~~	~~21~~
MARYLAND SUB-TOTAL				288	36
DLA Sys Auto Center - N	Battle Creek	MI	CDA	206	
DLA Log Svcs Center	Battle Creek	MI	CDA	106	1
IPC Battle Creek	Battle Creek	MI	CDA	141	0
MICHIGAN SUB-TOTAL				453	1
DITSO Kansas City	Kansas City	MO	IPA/CDA	204	137
USAMC Sys Integ & Mgt Act, West	St. Louis	MO	CDA	490	7
AIPC St. Louis	St. Louis	MO	IPA	152	10
MISSOURI SUB-TOTAL				846	154

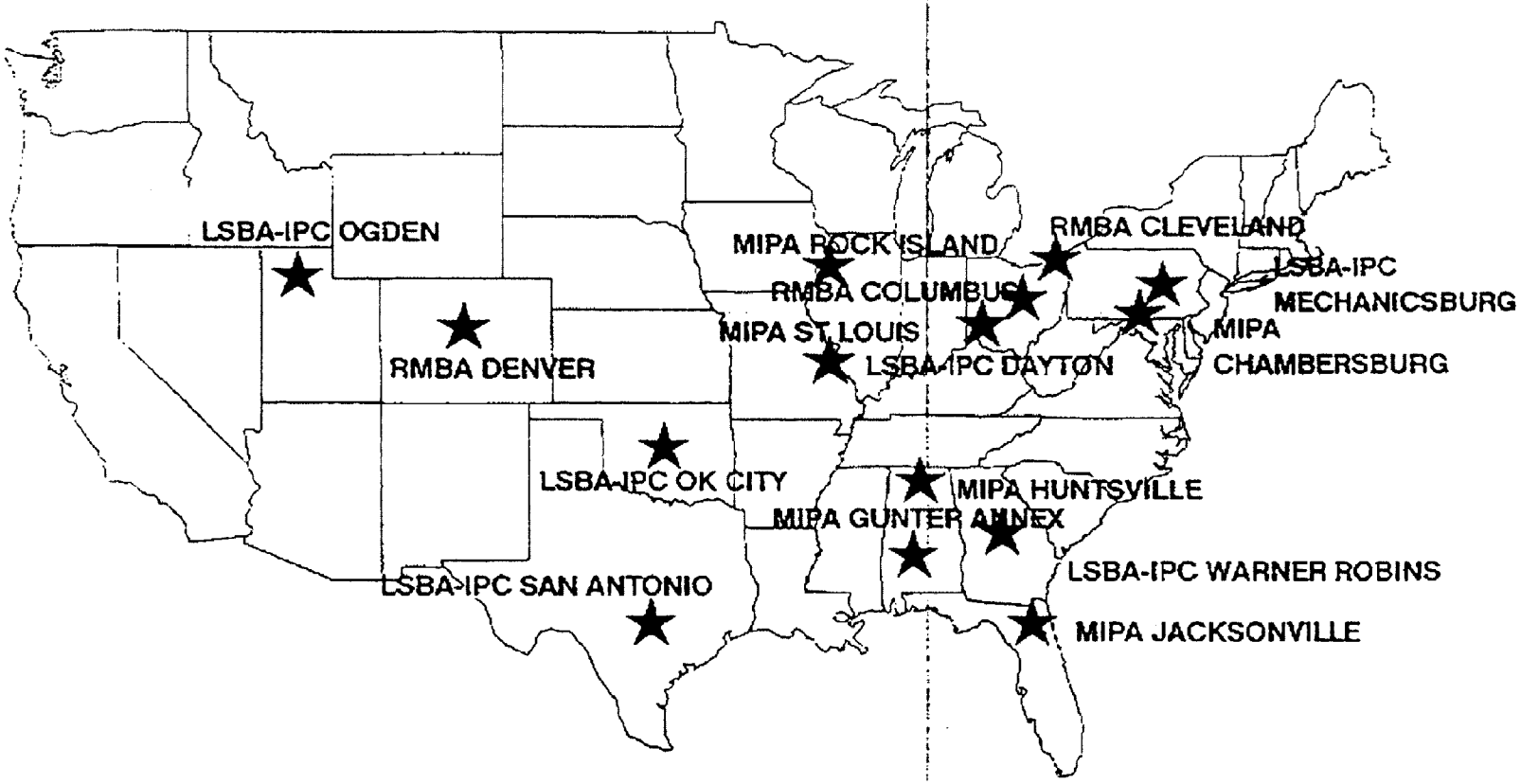
DII SITE AND MANPOWER MATRIX

SITE	CITY	ST	DPI / CDA	ASSG	ASSG
DITSO Cleveland	Cleveland	OH	IPA/CDA	384	38
DITSO Columbus	Columbus	OH	IPA/CDA	711	2
Wright Patterson AFB (MSC)	Dayton	OH	CDA	528	55
Wright Patterson AFB (SC/FOA)	Dayton	OH	HQ	62	20
Defense Auto Addr Sys Off	Dayton	OH	CDA	160	0
Wright Patterson AFB	Dayton	OH	IPA	119	8
DCMCI	Dayton	OH	IPA	1	2
DLA Sys Auto Center	Columbus	OH	CDA	1265	8
Def Elec Supply Ctr	Dayton	OH	IPA	96	0
OHIO SUB-TOTAL				3326	133
Tinker AFB - ALC	Oklahoma City	OK	IPA	418	1
Tinker AFB (Incl in IPA)	Oklahoma City	OK	CDA		
Tinker AFB AFCC DSC/SD	Oklahoma City	OK	CDA	37	93
OKLAHOMA SUB-TOTAL				455	94
Def Dist Region East	New Cumberland	PA	IPA	114	0
Navy Ships Parts Control Center	Mechanicsburg	PA	IPA	175	0
USAMC Sys Integ & Mgmt Act, East	Chambersburg	PA	CDA	240	0
Navy Fleet Material Support Office	Mechanicsburg	PA	CDA	992	21
Def Ind Supply Ctr	Philadelphia	PA	IPA	129	
IPC Philadelphia	Philadelphia	PA	IPA	188	1
Def Contract Mgt Dist, Mid-Atlantic	Philadelphia	PA	IPA	15	
Naval Aviation Supply Office	Philadelphia	PA	IPA	137	0
AIPC Chambersburg	Chambersburg	PA	IPA	145	8
PENNSYLVANIA SUB-TOTAL				2135	30
Naval Supply Center	Charleston	SC	IPA	96	1
SOUTH CAROLINA SUB-TOTAL				96	1
Def Dist Region Central (DDRC)	Memphis	TN	IPA	37	
TENNESSEE SUB-TOTAL				37	0
Wilford Hall Med Ctr - Lackland AFB	San Antonio	TX	IPA	54	9
Health Care Sys Sup Activity	San Antonio	TX	IPA	29	
Health Care Sys Spt Agency	San Antonio	TX	CDA	108	1
Robins AFB	Warner-Robins	TX	CDA	10	
Kelly AFB - ALC	San Antonio	TX	IPA	304	24
Robins AFB - ALC	Warner-Robins	TX	IPA	203	4
Kelly AFB (SEE IPA)	San Antonio	TX	CDA		
San Antonio - CPSC	San Antonio	TX	IPA	18	24
NCTS - Corpus Christi	Corpus Christi	TX	IPA	14	
Medical Information Center - AFMSA	San Antonio	TX	CDA	2	2
Randolph AFB - MPC	San Antonio	TX	IPA	42	77
Randolph AFB-MPC (SBC PERSONNEL	San Antonio	TX	CDA	133	160
TEXAS SUB-TOTAL				917	301

DII SITE AND MANPOWER MATRIX

SITE	CITY	ST	DPI / CDA	ASSG	ASSG
Hill AFB - ALC	Odgen	UT	IPA	302	16
Hill AFB (see IPA for details)	Odgen	UT	CDA		
IPC Ogden / DDOU "DBMS"	Ogden	UT	IPA	149	2
UTAH SUB-TOTAL				451	18
Defense Fuel Supply Center	Alexandria	VA	CDA	32	
Naval Supply Systems Command	Arlington	VA	HQS	20	1
IPC Richmond	Richmond	VA	IPA	190	
Naval Supply Center	Norfolk	VA	IPA	156	
DLA-Z (SBC LOGISTICS) "DBMS"	Alexandria	VA	HQS	124	3
DLA Admin Spt Ctr	Alexandria	VA	IPA	16	2
ISSC SDC Washington	Falls Church	VA	CDA	186	60
Naval Computer and Telecomm AMS	Norfolk	VA	CDA	152	
NCTS	Newport	VA	IPA	37	
CDPD Quantico (TSO)	Quantico	VA	IPA	7	40
CDPD Quantico	Quantico	VA	CDA	23	13
Naval Computer and Telecomm AMS	Norfolk	VA	IPA	156	
ISC - Hoffman	Alexandria	VA	IPA	19	18
VIRGINIA SUB-TOTAL				1117	137
Naval Supply Center, Puget Sound	Puget Sound	WA	IPA	79	0
WASHINGTON SUB-TOTAL				79	0
TOTAL				15322	2072

MEGACENTERS



MEGACENTER QUESTIONS AND ANSWER FOR HAC ADP HEARINGS

proven concept in the private sector

Question 1: Is the concept of establishing DoD megacenters a part of DMRD 918?

Answer 1: Yes, the concept of consolidating DoD data centers, and moving their workload to a smaller number of standardized, automated, and consolidated megacenters is a part of DMRD 918. However, the foundation for large-scale data center consolidations was established in a study, "Consolidation of ADP Operations and Design Centers in DoD," which was initiated in December 1989, and included a DoD-wide focus as well as individual Service and DLA proposals for consolidations. At that time the DepSecDef supported an evolutionary intra-Service approach, rather than the ~~larger-scale inter-Service/Agency~~ consolidations. His decision is documented in DMRD 924 which was approved on November 18, 1990. In sum, while the megacenter approach is considered to be a key element of DMRD 918, it is also viewed as a logical expansion of DMRD 924.

Question 2: Why was the recent consolidation of data centers study conducted and included in the 1993 Base Realignment and Closure (BRAC) Report?

Answer 2: It is generally accepted in both the public and private sector that data center consolidations can provide significant savings in terms of reducing personnel, maintenance, licencing fees, facilities, and other costs. Frankly, its simply a matter of economies of scale -- it costs less to operate fewer large, efficient centers than many small or medium less efficient ones.

The major reason for including data center consolidations in the BRAC process was to avoid the difficulties experienced by the Navy when they proposed similar consolidations under DMRD 924. Specifically, the Navy plan was delayed and never implemented because of restrictive legislative language during the current and two prior fiscal years -- despite the potential for hundreds of millions of dollars in savings.

Protecting reasonable base closure and realignment actions from restrictive legislation lies at the the heart of the BRAC philosophy. If the DoD Data Center Consolidation Plan is not afforded this protection, it appears unlikely that the plan can be executed; thus net savings of nearly $600 million from FY 1994 to FY 1999 and recurring annual savings (after FY 1998) of $288 million will not be achieved.

Question 3: What was OSD's involvement in the DoD Data Center Consolidation Plan?

Answer 3: OSD reviewed and coordinated on the plan. It was during our detailed review process that we expressed full support for the approach and recommendations contained in the Plan.

Question 4: Was the quality of the work at the New Orleans sites (i.e., the Naval Computer and Telecommunications Station (NCTS) and the Enlisted Personnel Management Center (EPMAC)) taken into consideration?

Answer 4: Various criteria were used in deciding which data centers to close and which ones to retain. These criteria were objective, developed by the consensus of a multi-Service/Agency task group, and were based on the following:

Facilities -- total space, conditioned space, convertible space, contiguous space, air conditioning, chilled water, electrical power and building condition.

Security -- back-up power, communications diversity, and security perimeters.

Operation -- proximity of fiber optic hubs, communications bandwidth and regional operations costs.

Experts conducted site visits to validate the data used to rank the sites. Sensitivity analyses show that alternative rankings would not significantly change the number of sites selected.

Consistent with Section 9047 of the DoD FY 1993 Appropriations Act, NCTS and EPMAC were considered as candidates for megacenters, and were considered as a single data center for purposes of analysis since the two separate commands are collocated in the same building.

While the quality of work at the New Orleans sites was not considered, per se, we believe that the criteria for the selection of megacenter were as objective as humanly possible, and the New Orleans sites were afforded more than fair consideration.

Q #5 / Selection criteria explained and law facilities capacity BRAC legislation

Question 5: Was an economic impact study done for New Orleans?

Answer 5: An economic impact study was not conducted for the New Orleans sites for two reasons. First, none of the individual closure actions, in and of themselves, break the threshold for mandatory inclusion in the BRAC process; thus, by BRAC standards the economic impact is less than significant. The second reason is based on analyses which was conducted as a result of Section 8049 of the DoD FY 1992 Appropriations Act which pertained to the Navy consolidation plan. Consistent with

this legislation, Navy developed its consolidation plan which included NCTS and EPMAC in New Orleans, and it was subsequently reviewed by GAO. GAO found that the Navy plan would not have an adverse economic impact on a geographic area; for example, with an overall population of about 1.2 million in New Orleans, the Navy plan called for eliminating 45 (or .004 percent) civilian positions. While the DoD Data Center Consolidation Plan included in the BRAC process calls for eliminating 79 (or .007 percent), we believe the GAO finding remains applicable.

Question 6: What will happen to the New Orleans employees?

Answer 6: It would be premature and imprudent to say what will happen to each and every New Orleans employee. However, it can be said that the Defense Information Systems Agency is going to great lengths to plan ways to assist all affected employees through reassignments, retraining and other efforts that will enable them to be competitive in seeking alternative positions within the Agency, the Department, or the private sector. For example, the Director, DISA has earmarked 7 percent of the Defense Information Technology Systems Organization budget for training to update employees technical skills.

including Integrated Computer-Aided Software Engineering (I-CASE) tools.

4. Software Reuse. The Center provides software reuse policies, procedures, and tools in support of the DoD Software Reuse Initiative. It coordinates software reuse activities with other software reuse efforts throughout the Department to maximize cross-domain sharing. The Center has established a Center for Software Reuse Operations to operate the DoD Software Repository System, which contains reusable software components accessible by all DoD activities.

5. Infrastructure Support. The Center promotes the responsive provisioning of information technology (IT) assets and migration to open systems by defining the portfolio of IT products to be acquired by DISA. The Center has developed and coordinated a Technical Reference Model as a target for open systems evolution of DoD information systems and the technical infrastructure. The Center also developed a technical architecture framework for information management for the Department. This framework provides the services, standards, design concepts, components, and configurations that can be used to guide development of technical architectures that meet mission requirements. The Center also promotes increased efficiency and effectiveness in Data Processing Installation (DPI) functions through the administration of a DoD-wide capacity management program and the management of specific DPI operational improvement projects. In addition, the Center maintains an inventory and promotes sharing and reuse of DoD automated resources through the operation of the Defense Automation Resources Information Center (DARIC).

6. Technical Integration. The Center supports the technical integration of automated information systems within each DoD functional area, and across functional areas. As the focal point for all DoD technical integration activities, the Center coordinates the technical and data architectures with DoD's programmatic and functional requirements. This integration of technical and functional needs will allow DoD to migrate from a large inventory of distributed systems to a smaller number of shared systems and applications.

The Center will be merged into the DISA/Joint Interoperability and Engineering Organization, thereby providing a consolidated DISA organization containing all information management and information systems engineering resources.

NOTE: Each activity above is discussed in more detail in a separate fact sheet.

Prepared by: Bob Williams
Dir, Planning & Integration
DISA/CIM
285-5370
20 April 1993

SUMMARY FACT SHEET
DISA HAC Testimony
27 April 1993

DoD DATA ADMINISTRATION PROGRAM

SUMMARY

The DoD Data Administration Program is managed by the Data Administration Program Management Office in the Center for Information Management. The purpose of the Data Administration Program is to promote the definition, organization, supervision and protection of data within the Department. The mission of DoD Data Administration Program Management Office is to provide for the effective, economic acquisition and use of accurate, timely, and shareable data to enhance mission performance and system interoperability.

Basic program precepts include:

-- Data is a shared DoD resource to be used by whoever has an authorized need.

-- There is to be a single point-of-entry for all data to reduce conflicts and avoid duplication of effort.

-- Functional experts define data elements using data modeling techniques to describe unambiguously the meaning of data elements and their relationships.

DoD Directive 8320.1, September 26, 1991, assigned the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD[C3I]) as the responsible official for DoD Data Administration policies, procedures, plans, and issue resolution. DoD Directive 8320.1 also authorized the ASD(C3I) to designate or assign a DoD Data Administrator (DoD DAd). This assignment was made to DISA and delegated to Mr. Denis Brown, Director, Center for Information Management, who has been implementing the data administration program through his Data Administration Program Management Office.

FACTS/DISCUSSION

The Center for Information Management assumed responsibility for the program in October 1991. Since that time the following significant accomplishments have been achieved:

- Policy and Procedures Status for Data Administration:

  -- DoD Data Administration directive (DoDD 8320.1) published September 26, 1991, replacing a 1964 directive on data elements and codes standardization.

DoD DATA ADMINISTRATION PROGRAM

-- Data Element Standardization Procedures manual (DoD 8320.1-M-1) published January 1993. Manual provides detailed procedures for creating DoD standard data elements.

-- Data Administration Procedures manual (DoD 8320.1-M) is in informal coordination and should begin formal coordination in May 1993. It provides procedures for the entire spectrum of data administration activities from standardization of data elements to establishment and use of shared databases.

-- Several other manuals are being internally coordinated, or will be drafted soon: data security, data quality assurance, database administration, and data modeling.

- Supporting Organization for Data Administration:

-- DoD Data Administrator: A DoD Data Administrator has been assigned (Mr. Denis Brown), a program manager designated (Ms. Bel Leong-Hong), and the Data Administration Program Management Office in DISA/CIM has been staffed and resourced.

-- Functional Data Administrators (FDAds): FDAds have been designated across OSD in each functional area, primarily to fully define data requirements within their area of responsibility, for use throughout the Department and act as data stewards. [The OASD(C3I) FDAds are Cynthia Kendall for Information Management, Tom Quinn for C2, and Jim Davidson for Intelligence.]

-- Component Data Administrators (CDAds) have been designated to implement data administration within each Component (Services/Agencies/Commands).

- Data Administration Support Tools:

-- Defense Data Repository System (DDRS) automates the development, approval, and storage of DoD standard data element descriptions to provide visibility to users, decision makers, and technical development activities and to facilitate the use of standard data in application software/systems.

-- Interim IDEF Repository stores data models (and activity models) that have been developed until the DDRS or the I-CASE procurement provides the capability to graphically display the models.

- Data Administration Training:

-- Classroom instruction has been prepared and is being presented on Overview of Data Administration Policies,

Procedures, and Standards; How to Develop a Standard Data Element; DoD Data Element Standardization Process Overview; Conducting Functional and Technical Reviews; Using the Approval Process and the DoD Data Dictionary; DoD Data Repository Demonstration; and IDEF Techniques. Classes are on-site or in the DISA/CIM Falls Church facility.

-- Video tape of an overview of data administration has been prepared and copies distributed upon request.

-- Computer-based Training (CBT) on several of the data administration topics is being prepared.

- Miscellaneous:

-- DoD Data Model has been developed as part of the DoD Enterprise Model. It is a strategic level model that now is being reviewed and validated. This model will be extended through functional and Component data modeling efforts to develop DoD standard data elements and data structures.

-- Data Administration Strategic Plan (DASP) for FY92 was published in August 1992. FY93 DASP guidance was distributed in the fall, and Functional and Component DASPs have been received, and are being reviewed and integrated into the DoD FY93 DASP.

-- Data reverse engineering efforts are underway on designated migration systems to prepare for their evolutionary transition to the use of DoD standard data elements.

-- DoD Enterprise Database(s) planning has been initiated with a task to develop a "first cut" of the geographical data requirements for the collection, synchronization, and distribution of DoD standard data elements, and the procedures and prioritization considerations associated with them in trying to establish and implement a DoD Enterprise Database(s).

- Issues:

-- GAO Investigation: GAO is conducting an investigation into the DoD data repository, but is actually looking at all of DoD data administration and probably the entire CIM effort using data administration as the entry point.

-- Resources: The CIM initiative, and DoD Data Administration in particular, has given significant additional responsibility to the OSD Functional staff but has allocated little personnel or dollar resources to fund their activities. This has led to OSD inability and resistance to implementing DoD Data Administration.

DoD DATA ADMINISTRATION PROGRAM

-- Implementation: Full implementation of DoD Data Administration is only part, although a significant part of Defense Information Management. Getting DoD standard data elements is a first step, populating databases with DoD standard data as another step, how DoD will transition to using the standard data in systems/application programs is not clear. How the Defense Information Infrastructure (DII), the Defense Information System Network (DISN), and the user community will interact with the Data Administration Program Management Office and each other needs further clarification.

-- DDRS: It is possible that the DDRS will not initially have the power or the functional capability to meet all user requirements, only one of which is the handling of classified data.

-- "Other" Data Types: The data administration program addresses the standardization of traditional, matrix-like data elements, but has not yet addressed the standardization of more "complex" data types; e.g., audio, video, graphic, map, imagery, textual, etc.

Prepared by: W. H. Greyard
Acting Program
Manager for
Data Administration
285-5380
16 April 1993

THE PROGRAMMING LANGUAGE ADA IN DISA

Prepared by: Dr. Randall Scott
CIM/XE
285-6589
19 April 1993

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

I-CASE ACQUISITION AND SOFTWARE ENGINEERING ENVIRONMENTS (SEE)

SUMMARY

The DoD I-CASE acquisition objective is to provide a contract vehicle for obtaining a common Software Engineering Environment that accelerates a formal, repeatable process for engineering information systems. The software, hardware, and technical services to automate system life cycle activities will be available from the I-CASE contract. Business process improvement, software re-engineering, data administration, Ada code generation, and software re-use will be fully supported by the I-CASE Software Engineering Environment.

Nineteen DoD sites, encompassing twenty-eight projects, have been approved by the Director of Defense Information (DDI) as I-CASE pilot projects. DISA has been tasked by the DDI to guide and assist the pilot projects with inserting I-CASE technology. The I-CASE Technology Transfer activity has been established by DISA to: define a model that identifies the complete process of technology transfer; assist with the implementation of the model; and refine the model for DoD wide application.

It is an underlying premise of the I-CASE acquisition that the initial I-CASE SEE will evolve over time into an open environment with full integration of data and tool interoperability. During the last two years DISA has worked closely with the I-CASE Program Manager (Air Force SSC) and the DDI in defining the technical requirements and standards for achieving the long term goals of the I-CASE SEE. DISA is currently developing a SEE testbed strategy and assessment methodology to support the evaluation and resolution of technical issues associated with the migration and evolution of the I-CASE SEE.

FACTS/DISCUSSION

1. **DMRD 918** DISA has 5 of the 28 I-CASE pilot projects to be 2/3 funded by DDI; with implementation of DMRD 918 DISA could have up to 20 pilots. Pilots were originally selected to distribute I-CASE across DoD Services and Agencies to accelerate widespread acceptance and collect feedback that represented all potential users. However, any change in pilot project assignments to resume balance after 918 implementation is not recommended.

I-CASE ACQUISITION AND SOFTWARE ENGINEERING ENVIRONMENTS (SEE)

FACTS/DISCUSSION (Continued)

Changing pilot projects will have a disruptive and costly impact to DISA's ongoing I-CASE technology transfer activity designed to provide readiness training for pilot project managers and staff.

2. **Ada** Specifications for the I-CASE SEE designate Ada as the single language for code generation tools and services. As such, current and future standards for Ada-validated compilers, bindings, and associated licenses were fully addressed in the I-CASE request for proposal. Re-engineering tools provided by the I-CASE contractor may allow COBOL source code as input, but must re-structure for Ada code generation as the final output. Since the I-CASE SEE is restricted to Ada, all 28 of the I-CASE pilots are Ada projects as well.

3. **GAO Investigation** Draft report released by GAO to DDI on 29 March, titled "Software Tools: Defense Is Not Ready To Implement I-CASE Department Wide". DDI, with assistance from DISA/CIM and I-CASE Program Office (Air Force SSC) has reviewed and considered all points made by GAO. DDI believes the I-CASE acquisition strategy prudently addresses GAO concerns. DDI also maintains that a single Department-wide acquisition of I-CASE technology will greatly reduce the overall cost of CASE to the Department and allow for standardization on a common software engineering environment with common tools, methodology, and training. DoD's position is that the business risk of not adopting a standard software engineering environment far outweighs the technical risk of the program. GAO findings and DoD response have not been released for public distribution.

RECOMMENDATION

DISA should continue to support central acquisition of a standard software engineering environment that includes Ada as the target language.

Prepared By: Susan Warshaw
Division Chief
285-6590
19 April 1993

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

ACQUISITION FOR SPA SERVICES

SUMMARY:

The acquisition action to obtain Software Process Assessments (SPAs) will provide the Government with the ability to launch long-term Software Process Improvement (SPI) programs within DoD Central Design Activities (CDAs). SPI programs are designed to improve the process used to develop software to ensure a quality product that is developed on time and within cost.

FACTS/DISCUSSION:

DISA/CIM was named Executive Agent for SPI in February 1992 by the Director for Defense Information and the DoD Information Technology Policy Board. This decision followed a May 1991 Memorandum to the Military Services and Defense Agencies mandating that SPAs be conducted in all CDAs. The SPI initiative is an integral part of the DoD corporate Information Management program.

The Software Engineering Institute (SEI) developed the SPA methodology based on its Capability Maturity Model (CMM), a document that defines organizational capability and maturity based on key process areas (e.g., Quality Assurance and Configuration Management). Originally designed to assist DoD in source selection for acquisitions, the CMM and the accompanying assessment methodology was adapted for use by organizations who wanted to improve their maturity level. Mature organizations have demonstrated increased productivity, significant cost savings and improved quality.

The SEI has licensed nine vendors in the United States whose staff is trained, observed, authorized, and monitored by SEI to conduct assessments. DISA/CIM's acquisition action is to acquire services from a licensed vendor to do up to fifty Software Process Assessments per year. This volume will allow initial assessments at every CDA and re-assessments within two to three years during the life of the contract.

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

ACQUISITION FOR SPA SERVICES

RECOMMENDATION:

Respond to questions on this acquisition action by affirming the important need for launching SPI so the Government can work toward producing quality software, improving productivity and reducing cost.

Prepared by: Evelyn DePalma
Deputy Chief
285-6590
19 April 1993

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

CIM SETA ACQUISITION

SUMMARY

This fact sheet provides information on the Systems Engineering and Technical Assistance (SETA) acquisition for the Center for Information Management (Center).

FACT/DISCUSSION

The objective of the CIM SETA acquisition is to augment and assist the Center's staff with varied and diverse technical expertise to support the DoD Information Management Program.

The acquisition strategy developed for the CIM SETA provides for full and open competition and multiple contract awards. Three to five awards are anticipated, with one award guaranteed to a Small and Disadvantaged Business (SDB). The SETA contract type is an Indefinite Delivery/Indefinite Quantity (ID/IQ), delivery order driven contract utilizing fully loaded labor rates. The contract scope encompasses the Center's entire mission area.

An Agency Procurement Request (APR) was submitted to GSA in March 1992 and a Delegation of Procurement Authority (DPA) was issued to DISA CIM on 15 April 1992 (GSA Case No. KMA-92-0052-A). In accordance with the DPA, the contracts awarded will consist of a one year base period plus four one year options for a total contract life of five years. The maximum value of all contracts will not exceed $200 million. The guaranteed minimum of $10 million will be distributed equally among all contracts.

A draft Request for Proposals (RFP) was mailed to approximately 400 firms in May 1992. Comments and questions on the draft RFP were received from 59 firms. The final RFP (Solicitation No. DCA100-92-R-0147) was mailed to approximately 850 firms in September 1992. Questions were received from 20 firms and as a result, Amendment 001 to the solicitation was issued in October 1992. On 12 November 1992 approximately two dozen proposals were received in response to the solicitation.

CIM SETA ACQUISITION

Slightly less than half of the proposals received were from SDBs. After the initial evaluation, approximately half of the offerors were determined to be in the competitive range. Face-to-face discussions with offerors in the competitive range were held in March. Best and Final Offers (BAFOs) are currently being evaluated. Contract award is anticipated in early May 1993.

Prepared by: Sandy Armour
DISA/CIM/XTI
285-5370
20 April 1993

(UNCLASSIFIED)

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

DISA/CIM OFFICE OF TECHNICAL INTEGRATION (OTI)

SUMMARY

The Director, DISA established OTI as the focal point for technical integration management in support of Director, Defense Information (DDI) implementation of the corporate Information Management initiative. OTI manages the evolving integration and standardization of information systems in the DoD, using DoD technical products and services in planning and implementing information systems in and across designated functional areas. OTI provides technical support on a fee-for-service basis to OSD Principal Staff Assistants and other customers throughout DoD.

FACTS/DISCUSSION

In support of its interoperability and integration responsibilities OTI serves its DoD-wide customers through a variety of mechanisms:

- OTI's designated Technical Integration Managers (TIMs) guide technical integration in the functional areas of Command and Control, Finance, Health, Human Resources, Materiel, Distribution, Environment, Procurement and Transportation.

- TIM support staffs work with DoD functional and technical managers on specific initiatives that span all aspects of technical planning, migration strategies, and configuration guidance, and provide guidance to Technical Developers to ensure technical integration and interoperability among DoD information systems.

- The Technical Integration Services staff provides integration specialists for a broad array of technical areas that support TIM projects and specific cross-functional technical initiatives.

- The Strategic Plans and Assessments staff performs technical assessments of migration candidate systems and components, and provides an assessment methodology and tools to assist technical decisionmakers in plans and strategy development.

RECOMMENDATION

Sustain DoD's momentum in the corporate Information Management initiative by expanding use of OTI services in support of redesign of the functional processes of the Department. This will enable DoD to move toward a fully integrated utility environment capable of supporting the operational information requirements of the warfighter anywhere at any time.

(UNCLASSIFIED)

DESCRIPTION OF ATTACHMENTS TO SUMMARY FACT SHEET

A. Representative Functional Area - Technical Integration Strategy

This diagram illustrates both the iterative process of the DoD migration methodology and the types of consolidation opportunities that exist within the Department today.

- **Legacy Environment (the "As Is")**: This illustrative environment consists of 12 existing stand-alone legacy systems performing like functions across two related functional areas. This represents the costly parallel processing typical within DoD today.

- **Migration Strategy (the "Interim")**: Through application of the DoD migration methodology (i.e., functional process improvement and migration system selection as described in DoD-8020.1M) those systems, applications and data bases that best fit functional objectives and the technical integration strategy are selected as migration systems, enabling consolidation within and across functional areas.

  - In this concept, iterative process improvement and consolidation has achieved a 66 percent decrease in the number of systems required to perform the original functions.

  - This illustrates the fact that very significant early savings can be arrived at through elimination of duplicative, parallel and non-essential functions and processes.

- **Target Environment (the "To Be")**: Further system changes, based on functional objectives and technical integration strategy and standards, progressively migrate the system toward the DoD target.

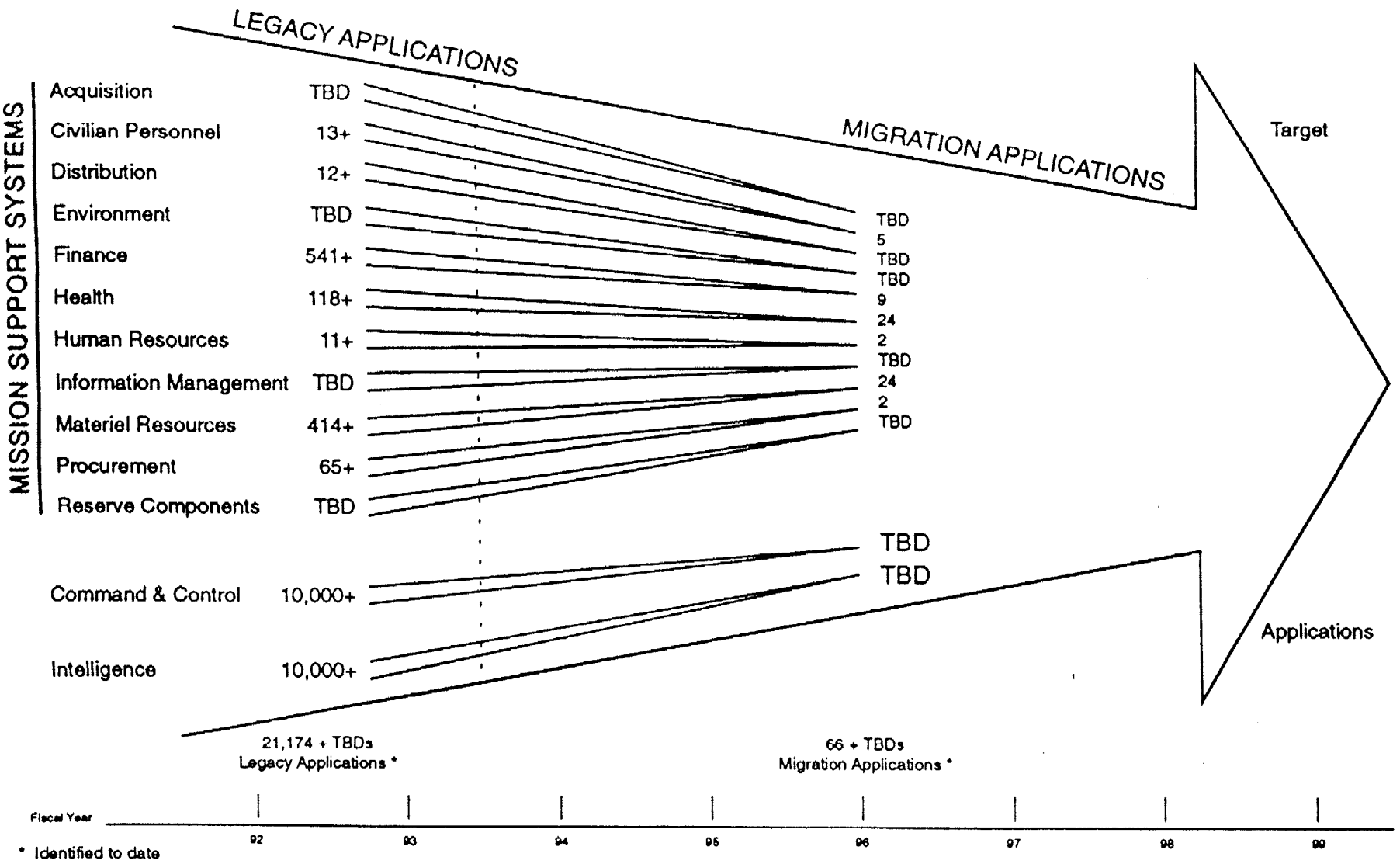
  - Additional consolidation will be achieved (one system now replaces the original 12).

  - More significant in this phase are the interoperable efficiencies achieved through process improvement and the transition to the more open systems environment represented by the DoD Technical Architecture.

B. Department of Defense Application Summary

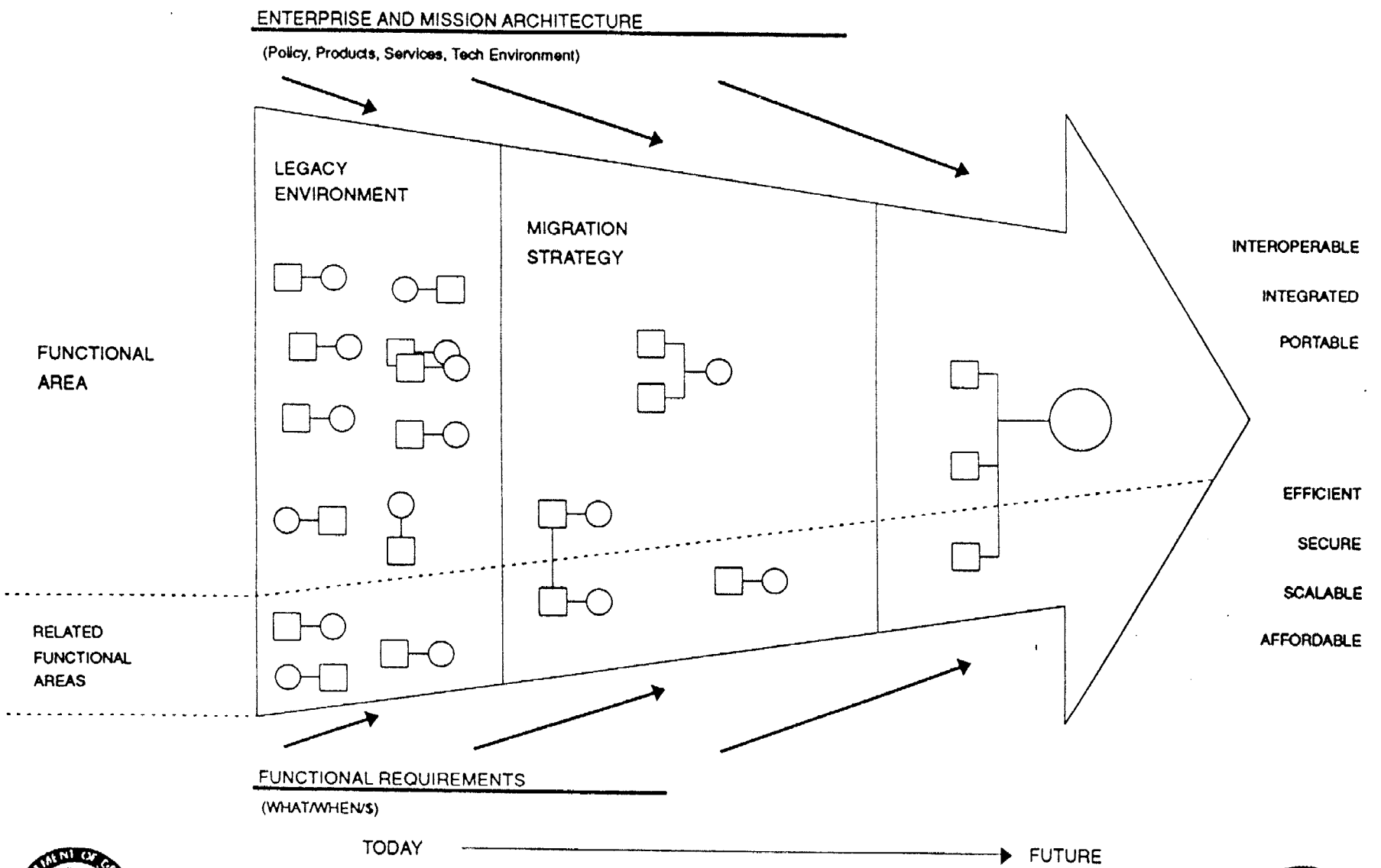
This arrow diagram illustrates potential migration opportunities estimated and identified to date within the functional areas of the Department.

Department of Defense
Application Summary



REPRESENTATIVE FUNCTIONAL AREA

TECHNICAL INTEGRATION STRATEGY



(Unclassified)

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

DOD TECHNICAL REFERENCE MODEL

SUMMARY

The DoD Technical Reference Model (TRM) for Information Management (formerly known as the CIM Technical Reference Model) is the approved DoD target Open Systems Environment. The TRM specifies the services, protocols, interfaces, information system building blocks and profile of standards that promote applications portability and systems interoperability.

FACTS/DISCUSSION

- DISA was tasked by the Director of Defense Information in August 1991 to develop a TRM to support DoD-wide migration to an Open Systems Environment.

- The original version of the TRM (Version 1.1, November 1991) was based on the Department of Defense Intelligence Information System (DODIIS) Reference Model and the National Institute of Standards and Technology (NIST) Application Portability Profile (APP). The TRM is an extension of the APP that adds features and functionality not in the current APP.

- Version 1.1 of the TRM was made available to the public for comment. Government and industry comments were added to Version 1.2 of the TRM (May, 1992). Version 1.2 also included an extensive upgrade to address security and related standards.

- DoD works closely with NIST to evolve both the APP and the TRM towards a common goal based on the Institute of Electrical and Electronic Engineers (IEEE) Guide to Open Systems. DISA and other DoD representatives participate in the IEEE working group, along with representatives from industry, other government agencies, national and international consortia and academia to evolve the IEEE guide.

- Version 1.3 of the TRM (December, 1992) marked the initial step by DoD to align the TRM with the IEEE Guide. Industry acceptance of version 1.3 of the TRM is widespread due to its alignment with the IEEE guide.

DOD TECHNICAL REFERENCE MODEL

- The TRM has been accepted by NATO as the basis for the NATO Open Systems Technical Reference Model. NATO also supports the DoD position to eventually move to the IEEE Guide.

- The National Research Council endorsed the use of the DoD TRM by the Internal Revenue Service as part of the IRS Tax System Modernization Program.

- The DoD TRM is being used across all DoD environments, to include tactical, command and control, intelligence and business systems. An Open Systems Environment is being developed by the DoD weapons systems community. The TRM is being extended to include the additional features and functionality required by weapons systems.

- Two additional versions of the TRM are scheduled for this calendar year. They will incorporate recommendations from the NATO, IEEE and Weapons Systems activities as well as comments received from public review of the documents.

RECOMMENDATION

The current process for evolving the Technical Reference Model is part of a national and international effort leading to a common mechanism for specifying an Open System Environment. The cooperation with industry as well as many national and international organizations fostered by DoD should continue. Congress should support this program and encourage its continuation.

Prepared by: John J. Keane Jr.
Chief, Technical
Architecture
Program
285-5323
19 April, 1993

(Unclassified)

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

DOD HUMAN COMPUTER INTERFACE STYLE GUIDE

SUMMARY

The DoD Human Computer Interface (HCI) Style Guide is the approved DoD framework for HCI design and implementation. The Style Guide defines the consistent rules by which all DoD Graphical User Interfaces must be designed. The Style Guide is intended to provide a consistent look and feel for all future DoD graphical user interface environments. This will permit users to move across different computing environments without having to re-learn the interface with the computer.

FACTS/DISCUSSION

- DISA was tasked by the Director of Defense Information in October 1991 to develop a Style Guide to support DoD-wide migration to a consistent Graphical User Interface Environment.

- The original version of the Style Guide (Version 1.0, February 1992) was based on the Department of Defense Intelligence Information System (DODIIS) Style Guide and the Human Factors Design Guidelines for the Army Tactical Command and Control (ATCCS) Soldier Machine Interface.

- The DoD Style Guide also follows commercial style guides based on the Open Look Style Guide from Sun Microsystems and the Open Software Foundation MOTIF Style Guide. The DoD Style Guide narrows the choices available to designers to ensure a more consistent design across different environments.

- Version 1.0 of the Style Guide was made available to the public for comment. Government and industry comments were added to Version 2.0 of the Style Guide (September 1992). Version 2.0 also included an extensive upgrade to merge the information in other documents and includes the Department of the Navy's implementation for command and control systems.

- Version 2.0 of the Style Guide has also been released to industry for review. MICROSOFT, APPLE, SUN and the Open Software Foundation (OSF) are all voluntarily contributing independent reviews of the document to bring it even further into alignment with prevailing commercial practices.

DOD HUMAN COMPUTER INTERFACE STYLE GUIDE

- The Australian and Canadian Armies have indicated their intentions to use the Style Guide and have asked to participate in the development of future editions. The British Navy included the Navy Command and Control implementation guide on a recent acquisition. NATO has also expressed interest in the project.

- DoD intends to collaborate with NASA on the development of a "screen tester" that automatically informs the graphical user interface designer when he/she makes a mistake in designing a graphical user interface. This will significantly improve the productivity of both DoD and NASA software developers.

RECOMMENDATION

The current process for evolving the Human Computer Interface Style Guide is part of a national and international effort leading to a common look and feel for Graphical User Interfaces. The cooperation with industry as well as many national and international organizations fostered by DoD should continue. Congress should support this program and encourage its continuation.

Prepared by: John J. Keane Jr.
Chief, Technical
Architecture
Program
285-5323
19 April, 1993

(Unclassified)

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

DOD STANDARDS-BASED ARCHITECTURE PLANNING GUIDE

SUMMARY

The DoD Standards-based Architecture Planning Guide provides a consistent methodology for developing information systems architectures for the Department of Defense. The guide was developed for DoD by the DMR, Group Inc. and is based on DMR's assessment of best industry practices. A draft handbook has been prepared and the methodology has been tested with the Marine Corps and the Offices of the Secretary of Defense (OSD). An architecture has been developed for both OSD and the Marine Corps with selected projects being implemented today.

FACTS/DISCUSSION

- DISA was tasked by the Director of Defense Information in April 1991 to develop a consistent methodology for developing standards-based, open systems architectures for DoD. The methodology has to reflect the basic Corporate Information Management strategy of applying information technology to improve DoD business practices.

- The methodology was based on a report produced by the DMR Group, Inc. entitled "Strategies for Open Systems, Stage Four, Standards-Based Architectures." The report was developed by DMR in collaboration with industry and government and reflects the best industry practices for developing information system architectures.

- Version 1.0 of draft methodology was produced in March 1992. The Offices of the Secretary of Defense and the United States Marine Corps were chosen to validate the methodology and identify changes to the document.

- Architectures have been produced for both OSD and the Marine Corps. Projects have been identified that both improve internal business practices as well as improve the supporting business information systems.

- Lessons-learned have identified and will be incorporated into the revised handbook.

(Unclassified)

DOD STANDARDS-BASED ARCHITECTURE PLANNING GUIDE

- The draft handbook and architectures have been delivered to other DoD components and are being used to facilitate development of other DoD architectures. For example, the user requirements for deploying military medical units and their supporting information systems to a theater of operations have been identified using the methodology and will be used to develop a complete information systems architecture.

- Both the Government Services Administration (GSA) and the National Institute of Standards and Technology (NIST) have expressed an interest in making the revised handbook available to the rest of the federal government. National and International industry representatives to the NIST Open Systems Implementors workshop have also expressed an interest in the document.

- The methodology is also being used in the DoD Information Resource Management College as the basis for "strategic" information resource management planning. It has attracted the attention of at least one industry participant in the training program for potential application to satisfy industry information system requirements as well.

RECOMMENDATION

The current process for evolving the Standards-Based Architecture Planning Guide is on track and receiving wide-spread support. The cooperation with industry as well as many national and international organizations fostered by DoD should continue. Congress should support this program and encourage its continuation.

Prepared by: John J. Keane Jr.
Chief, Technical
Architecture
Program
285-5323
19 April, 1993

(Unclassified)

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

DEFENSE AUTOMATION RESOURCES MANAGEMENT PROGRAM

SUMMARY

The Deputy Assistant Secretary of Defense for Information Systems (DASD(IS)) oversees several major information handling programs which, when considered collectively, comprise the Defense Automation Resources Management Program (DARMP). The day to day administration of the DARMP is carried out by the Defense Automation Resources Information Center (DARIC).

FACTS/DISCUSSION

Presently the DARMP is divided into four separate sections: the Automation Resources section which includes hardware and software automation equipment, the Redistribution of excess automation equipment no longer needed by its holding activity, the reutilization and sharing of automation resources by more than one activity which has a need for such resources, and the DoD Historically Black Colleges and Universities (HBCU)/Minority Institutions (MI) Automation Resources Program. The latter Program is one which allows needy HBCUs/MIs to lease needed Automation Resources from DoD Components no longer needing those resources. The only charges to the receiving institution are the nominal shipping and freight charge and the maintenance charge.

In FY 93, $266,770 of equipment (314 items) was transferred to 17 HBCU/MI. To date in FY 93, 773 items of equipment were transferred at an original value of $1,613,272

To date in FY 93, the Redistribution Program has saved the Government about $20 Million. For all of FY 92, the Reutilization and Sharing Program saved the Government in excess of 82 Million.

For all of FY 92, the Reutilization and Sharing Program saved the Government over $82 Million.

(Unclassified)

DEFENSE AUTOMATION RESOURCES MANAGEMENT PROGRAM

For FY 92 the value of the DoD Automation Equipment (AE) inventory was $11 Billion. To date in FY 93 the value of the AE inventory was $9 Billion.

Prepared by: Sam Blumberg
DARIC
274-0788
April 19, 1993

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SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

BENCHMARKING OF DATA PROCESSING INSTALLATIONS

SUMMARY

DISA has demonstrated the usefulness of benchmarking Data Processing Installations (DPI) against Best Commercial Practice (BCP). The OSD/CIM DPI Benchmarking Pilot Program resulted in $200,000 savings in 1992 and provided the basis for estimating annual savings of up to $1.1 Billion from DMRD 918 DPI operations improvements and consolidations.

FACTS/DISCUSSIONS

DISA/CIM conducted a DPI Benchmarking Pilot Program as part of the cIM initiative. Army, Navy, Air Force, Marine Corps, Defense Logistics Agency and Defense Information Technology Services Organization DPIs participated in the program. Each DPI in the Pilot received benchmark reports for use its TQM program. Over $200,000 in annual savings have been attributed to actions taken as a result of these reports. Data from this study was used to set a goal of 20% per year in price-performance for DITSO DPI operations. In addition, data was extracted from the reports which allowed DISA to estimate total savings achievable in DPI operations under DMRD 918 operations improvements and consolidations. DITSO estimates it will be able to reduce annual DoD DPI expenses by $517M by bringing DoD DPI performance up to industry average. Total annual savings will rise to $1.1B when DoD performance is brought up to Best Commercial Practice.

RECOMMENDATION

Based on this work, DITSO has established a program of DPI improvements leading to BCP. Each DITSO DPI reports its performance relative to BCP standards. DITSO has adopted benchmarking as a permanent feature of its TQM program.

Prepared by: Dr. James Criner
703/285-5323
20 April 1993

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SUMMARY FACT SHEET
DISA HAC TESTIMONY
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ITRUS SUPPORT

SUMMARY

The Information Technology Reuse (ITRUS) Initiative attempts to combine accelerated, low cost procurement with continuing life care of IT assets to efficiently provide the IT products needed by DoD.

FACTS/DISCUSSION

DISA has the mission of acquiring IT items for DoD. The ITRUS initiative is the primary process for providing this service. The ITRUS initiative has three components: (1) portfolio planning wherein an estimate of the IT products needed by DoD based on history, requirements, and architecture, (2) a procurement phase which can employ a bulletin board, indefinite delivery/indefinite quantity, or enterprise license approach, and (3) a post-acquisition life care process including asset tracking, maintenance, reuse, refurbishment, and disposal. The program will also have a metrics activity to measure what fraction of DoD's needs are met, what delivery times are achieved, and how attractive the prices are.

RECOMMENDATION

Expand DISA involvement in the ITRUS. DDOCRS should play a role in customer service, and the Comptroller in DBOF processes.

NOTES:

The following are ongoing improvement actions:

1. Integration of the ARMS database with ITABBS, DABBS, and WOLS databases to create a central repository for baseline and newly acquired IT products.

(Unclassified)

ITRUS SUPPORT

2. Creation of a database of the IT products currently available from existing contracts for use with ITABBS and ARMS to compare prices from the open market.

Prepared by: Don Black
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(Unclassified)

SUMMARY FACT SHEET
DISA HAC TESTIMONY
April 1993

PC COTS ENTERPRISE LICENSES

SUMMARY

DISA can provide a mechanism for buying PC Commercial Off the Shelf (COTS) software at tremendous savings over previous GSA Multiple Award Schedule (MAS) prices. This new approach is based upon new licensing techniques, enterprise licenses, just being offered by software publishers to the private sector.

FACTS/DISCUSSION

Software publishers are offering new licenses which provide as much as 80% savings over GSA schedule prices. An enterprise license program can deliver COTS software faster at tremendous savings over today's traditional approaches. Much software is no longer offered on the GSA MAS schedule contracts, and DoD will be forced to buy on the open market using many small buys. Tapping these new licenses centrally eliminates thousands of duplicative procurement actions and, by providing a single front to industry, can produce the lowest prices for COTS software for all of DoD.

RECOMMENDATION

Support CIM's enterprise license efforts.

NOTES:

1. Currently, many PC COTS software vendors are not cooperating with the GSA MAS schedules which would have provided DoD a quick reaction source.

2. DoD/DISA is creating an enterprise license effort to replace the GSA MAS program for DoD users. The new effort can provide savings in the hundreds of millions annually, while establishing the tools needed to manage DoD's COTS software inventory and investment.

3. An enterprise license program demonstrates the benefits and savings of CIM, and can be expanded Government wide.

(Unclassified)

(Unclassified)

PC COTS ENTERPRISE LICENSES

Prepared by: Don Black
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SUMMARY FACT SHEET
DISA HAC Testimony
April 1993

SOFTWARE REUSE

SUMMARY

The DISA/CIM Software Reuse Program (SRP) serves as both a cooperating member and the Director of the DoD Software Reuse Initiative (SRI). Proper implementation of software reuse principles can benefit the technical and management aspects of information systems throughout the life cycle process. The strategy for accomplishing software reuse is to change the current "re-invent the software" cycle using a process-driven, domain-specific, architecture-centric, library-based approach.

FACTS/DISCUSSION

The DISA/CIM SRP offers a full range of software reuse-oriented services to the DoD Information Management and Command and Control communities:

* Defense Software Repository System (DSRS) population, certification, storage, retrieval, and customer assistance in the use of reusable software assets;

* Reuse-engineering development and execution of domain analysis, security, metrics, and repository interoperability;

* On-site support for DoD pilot projects and software developers in implementing domain analysis and reuse-based software engineering projects;

* Education and training in software reuse concepts, methods, and tools; and

* Management and support services for DoD Software Reuse Support Center pilot sites located at each Military Service, NSA, and DITSO-Logistics Systems Business Center (LSBC) to help transition and institutionalize reuse technology.

The DoD SRI is a voluntary federation of cooperative reuse programs focused on the development of consistent, coordinated software reuse solutions for implementation throughout the DoD. Major participating programs include the DISA/CIM SRP, the Air Force's Central Archive for Reusable Defense Software (CARDS) program, and ARPA's Software Technology for Adaptable Reliable Systems (STARS)/Asset Source for Software Engineering Technology (ASSET) program. The DoD SRI provides:

SOFTWARE REUSE

* Support to the DoD Reuse Executive Steering Committee (RESC), the Reuse Technical Working Group (RTWG) and the Management Issues Working Group (MIWG), in implementing RESC guidance and direction;

* Coordination and facilitation of information sharing between Initiative members, academia, and industry in the development of reuse technology solutions; and

* Management support for the development and execution of DoD SRI program plans, goals, and implementation strategies.

ISSUES

Significant technical, organizational, and legal software reuse solutions are required for effective implementation throughout the Department:

* Standard DoD software reuse policies, guidelines, methods, and tools

* Technical and management infrastructure to support software reuse interoperability and coordination

* Modified legal and acquisition policies and practices to support software reuse

* Education, training, and commitment to institutionalize reuse into the software development life cycle

RECOMMENDATION

Although technical and business barriers to software reuse exist, continued efforts to develop consistent, coordinated reuse technology solutions throughout the DoD are critical to facilitate movement to a reuse-based paradigm. A cultural shift to integrate systematic reuse in the management of DoD Information, Command and Control, and Weapon systems will provide increased leverage throughout the Department in the exploitation of existing and the development of new reusable software assets.

SOFTWARE REUSE

NOTES:

The General Accounting Office (GAO) is currently conducting Phase II of a survey to review current actions and issues associated with implementing software reuse throughout the DoD. The investigation began 16 February 1993, and a final report is expected in the July 1993 timeframe.

Prepared by: Linda S. Krothe
Chief, Project Mgmt Div
DISA/CIM/SRP
536-6900
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